



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**PRACTICES AND CHALLENGES OF RECRUITMENT AND
SELECTION: THE CASE OF KOMBOLCHA STEEL PRODUCTS
INDUSTRIES PLC**

BY:

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JULY, 2024

ADDIS ABABA, ETHIOPIA

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LIST OF ACRONYMS/ABBREVIATIONS

HR - Human Resource

HRP - Human Resource Planning

KOSPI - Kombolcha Steel Products Industries

MIDROC- Mohammed International Development Research and Organization Companies

MIG - Metal Inert Gas

PLC - Private Limited Company

SPSS - Statistical Package for Social Science

CEO - Chief executive officer

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ABSTRACT

Recruitment and selection is the process of searching and obtaining of potential candidates. The research focuses on the practices and challenges of recruitment and selection at KOSPI PLC. The design of the study was descriptive research design. The researcher used quantitative research approach in order to analyses data's obtained through questionnaire. The target population of the study was 160 employees and managers who work in different departments, all of them were selected in order to increase the reliability of the study. The researcher used both primary and secondary sources of data. The primary source of data was the data obtained from the questionnaire. The secondary data was collected from published and related literatures, website of the organization and internet. The findings of the study shows that recruitment and selection policy of KOSPI was not implemented appropriately. The result indicated that there was a gap existed for posting job on notice board, practicing E-recruitment appropriately and lack of using educational institutions as external source of recruitment which requires serious attention. The geographical location of the organization and suffering from fake qualification were the major challenges of recruitment and selection process of KOSPI. Thus KOSPI needs to revise its recruitment and selection policy and state clear budget in recruitment and selection process. The management needs to put its decision to relocate its work environment and investigate the qualifications of its applicants and employees by collaborating ministry of education to cease fake qualification.

Key words: *Employees, Human resource planning, Organization*

CHAPTER ONE

1. INTRODUCTION

This chapter is mainly intended to provide information on the background of the study, background of the organization, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, limitation of the study and the organization of the study.

1.1 Background of the study

Any organization which is small, medium or large with different business activities are formed by one or more peoples. In recent times, the business environment is constantly changing due to globalizations and competitions, organisations have to respond quickly to requirements of people. Due to these scenarios, it has become the challenge of organisations to adopt best practices that would help them stand out in the market. According to Newell 2000, the competitiveness of an organisation can be measured by the quality of products, services rendered to customers that are different from others, hence, the best services offered to customers can be as a result of the genius brains working behind them. In this regard, the human resource has become an important function in any organisation as employees are valuable assets that could help drive productivity in an organisation. Therefore, it is important to have a well- defined recruitment policy in place which can effectively get the best fits for the vacant positions in organisations.

The recruitment and selection process are an important part of human resource management process for an organizations to achieve their goals. Recruitment is the process of attracting a pool of potential job seekers to apply for a vacant position in the organization. Recruitment is needed in all types of business to attract and locate potential candidates to fulfill job vacancies that occur due to the mobility of human resources and growth of the business. In every organization the recruitment process have different practices that need to be followed to ensure that the best potential applicant is appointed for the job position in terms of knowledge, skills, performance and capabilities. Selection is the process which follows the recruitment process use to narrow down the pool of applicants until we get the best one. Selection is the process of choosing the most suitable candidate for a particular vacant position from the group of applicants. The main goal of this process is to choose the right person for the right job position.

On a study made by the International Labor Organization (2020) on labor market assessment, market trends and opportunities in Ethiopia and the Gulf, Ethiopia's labor market is currently changing from being primarily agriculture-based to mixed agriculture-industrial economy. These changes are reflected in the changing demands of the labor market for medium and high-skilled workers. Frustration with the limited skills available in the Ethiopian labor market while suggesting a need to further improve both the quality of education available to potential recruits and the matching of skills between the education and job market. Training across sectors and regions is limited to learn-as-you-go, on-the-job training. This study shows that as the economy of our country is changing into the industrial market many organization are changing their work style and start to use new technologies in order to take their competitive advantage. Therefore they need high skilled and well trained employees who can fit the new technology and work style of the organization but as the study show there is a few number of highly skilled employees and limited Training.

Finding of professional or highly skilled employees is a major issue in every kinds of industrial organizations. It is a challenge for the management of many organizations especially for KOSPI which is highly engaged of technologies to find out the best candidate from large amount of applicants for one vacant position. If the highly skilled candidate is not selected the organization will face a big problem on its performance.

Therefore, this study was investigated to show the practices and challenges of recruitment and selection of KOSPI PLC

1.2 Background of the organization

Kombolcha Steel Products Industries PLC (KOSPI), a member of the MIDROC Investment Group, was established in 1999 and is engaged in steel sheet shearing, ribbed sheet forming, corrugated sheet forming, wire drawing process, wire galvanization, batch galvanization, nail, steel pole fabrication (swaging process, continuous MIG welding, etc.) and steel structure fabrication and installation activities.

The main objective of KOSPI is to manufacture and sell different types of Metal and Engineering products that are mainly applicable for construction. These include

- Manufacturing of steel structure, pre-engineered steel buildings, cargo bodies, storage tanks, fuel canopy, stadium canopy, any factor sheet based on design and other engineered metal products.
- Manufacturing of corrugated and ribbed sheets in different sizes and thicknesses.
- Manufacturing of wire products including Nails, J-bolts and binding wires,
- Wire galvanizing, structural HOT-DIP galvanization, batch galvanize, and electro galvanization.

Kombolcha Steel Products Industry PLC (KOSPI) is organized under the office of the chief Executive officer of MIDROC investment group and is lead by General Manager, directly reporting to the deputy CEO manufacturing department. The company have six service units: Financial services, human resource services, sales and marketing services, engineering and technical services, project management services and materials management services; and two operational units: KOSPI- Kombolcha plant operation and KOSPI- Gelan plant operation; all of which are managed by qualified managers endowed with rich experience, and geared up for company future growth.

1.3 Statement of the problem

Recruiting and selecting of the right people and place them in the right job position is the best way for an organization to achieve their goal. But now days many organization fails to have a proper recruitment and selection of the right person for filling the vacant position in their company due to the existence of many kinds of problem in the organization as well as the labor market. As Pravin D. (2010), the success of an enterprise largely depends upon the ability and efficiency of its employees. To get the capable and efficient of employees the recruitment policy of the organization must be very sound. He also argues that any faulty decision in the selection of employees can have a far-reaching impact on performance and future of the organization. Here we can see that any organization recruitment and selection policy should have to be clearly stated and properly implemented. This issue have become a major problem for KOSPI which have a recruitment and selection policy but doesn't implemented properly.

On a study made by the International Labor Organization (2020) on labor market assessment, market trends and opportunities in Ethiopia and the Gulf, Ethiopia's labor market is currently changing from being primarily agriculture-based to mixed agriculture-industrial economy. These

changes are reflected in the changing demands of the labor market for medium and high-skilled workers. Frustration with the limited skills available in the Ethiopian labor market while suggesting a need to further improve both the quality of education available to potential recruits and the matching of skills between the education and job market. Training across sectors and regions is limited to learn-as-you-go, on-the-job training. This study shows that as the economy of our country is changing into the industrial market many organization are changing their work style and start to use new technologies in order to take their competitive advantage. Therefore they need high skilled and well trained employees who can fit the new technology and work style of the organization but as the study show there is a few number of highly skilled employees and limited Training. As KOSPI is a manufacturing industry highly engaged in new technologies they need highly skilled and trained employees in order to have a great performance on their operation, but because of the shortage of highly skilled employees in Ethiopia KOSPI is having a big challenge on the recruitment and selection process.

Further studies done by (Suad M. (2020), on assessment of challenges or recruitment and selection practices for Wash Project at (PSI/E); Feyisa G. (2016), practice and challenges of staff recruitment and retention in Nifas Silk Lafto Sub-city Health office; Asrat D. (2018), practice and challenges of recruitment and selection of teachers in private primary school of Bahir Dar city, Ethiopia; Tegegne A.& Berhanu D. (2019), assessment of recruitment and selection practices in Ambo town) to show different kind of issues on the recruitment and selection practice and challenges. This study conducted to fill the issue and time gap which doesn't included in the other previous studies, it attempts to examined the practice and challenges of recruitment and selection in KOSPI, PLC which is manufacturing industry highly engaged in new technologies and need of highly skilled employees.

1.4 Research Questions

This study tried to answer the following basic research questions.

- What are the main source of recruitment used by KOSPI?
- What are the methods of recruitment used by KOSPI in order to attract candidates?
- What are the process followed by KOSPI to select the most suitable candidate?
- What are the major challenges of recruitment and selection faced by KOSPI?

1.5 Objective of the study

This study has the following general objective and specific objectives.

1.5.1 General Objective

The general objective of the study was to examine the challenge and practices of recruitment and selection of KOSPI PLC.

1.5.2 Specific Objectives

The specific objectives of the research include

- To identify the main source of recruitment used by KOSPI.
- To analyze the methods of recruitment used by KOSPI.
- To explain the process followed by KOSPI to select the most suitable candidates.
- To evaluate the major challenges of recruitment and selection faced by KOSPI.

1.6 Significant of the study

This study highlighting the significance of various recruitment and selection practices results in the selection of the right person in the right job, which enhances a healthier working environment in organizations, in turn rendering high quality products and services to the society and customers. Therefore, the management of the KOSPI plc and other organizations may be benefited. It helps the HR staff members and other recruiters to follow the better practice of employee's selection method. This study may fill the literature gap and used as references for other researchers.

1.7 Scope of the study

This study has geographical, conceptual, methodological and time delimitation. The study focused on practices and challenges of recruitment and selection in case of KOSPI plc at Gelan plant in Addis Ababa Ethiopia. This study was conducted between the periods of May 2023 to May 2024. Conceptually, this study emphasized only practices and challenges of recruitment and selection. This study adopted a descriptive research design.

1.8 Limitation of the study

This research focus only on Gelan plant of the organization neglecting the Kombolcha operation plant which doesn't give general information about the organization, further comparative study is important.

1.9 Organization of the study

This thesis was organized with five chapters. The first chapter is an introductory part of which, includes background of the study, background of the organization, definition of terms, statement of the problem, research question, objective of the study, significance of the study, scope of the study, and limitation of the study. Chapter two deals with review of related literature. Chapter three deals with research design and methodology which includes the research design, method of data collection, population and sample size, methods of data analysis, validity measurement, reliability measurement, and ethical considerations. Chapter four concern with result and discussions. Finally, chapter five concern with summary of findings, conclusions and recommendations.

1.10 Definition of terms

Human Resource: is the set of people who make up the workforce of an organization, business sector, industry or economy (Aswal, & Dinesh K., 2020).

Human Resource Management: According to Edwin Flippo; “ is planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved,”

Human Resource Planning: is core human resource management process that seeks to prepare organizations for their current and future workforce needs by ensuring the right people are in the right place at the right time (Jacobson, 2010).

Recruitment: is the process of finding and attracting qualified people to apply for job vacancies in the organization (Karim M., Arafat Y., Kumer S., & Latif W. 2021).

Selection: is the process of making the choice of the most suitable applicant from the pool of applicants who are recruited to fill the relevant job vacancy (Karim M., Arafat Y., Kumer S., & Latif W. 2021).

CHAPTER TWO

2. REVIEW OF RELATED LITRATURE

This chapter deals with the assessment of literatures, which relate to the topic practice and challenges of recruitment and selection. Accordingly, overview on Human resource planning, recruitment and selection, the relationship between recruitment and selection, the linkage between recruitment and HRP, source and method of recruitment and selection, process of recruitment and selection, and challenges of recruitment and selection was reviewed.

2.1 Theoretical review

2.1.1 Overview of Human resource planning, Recruitment and Selection

Human resource planning

Human resource planning is the integral part of business operation and growth planning. One part of an effective human resource planning aligned with proper staffing emphasizing on recruitment and Selection. In line with this idea, Tripathy, P. and Reddy, H. (2009), indicated that the most important resource of an organization are its human resources, Therefore, among the most important tasks of the organization management is the staffing process which includes manpower planning, recruitment and selection of organization staffs.

David A. & Stephen P. (2009), define human resource planning as the process by which an organization ensures that it has the right number and kind of people, at the right place, at the right time capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives. Human resource planning is the groundwork for the recruitment and selection process of the organization. If an organization have an effective human resource planning this lead to effective recruitment process, leading to an effective selection process.

Recruitment

Recruitment is one of the most significant aspects for operating a business successfully. Recruitment can be defined as the process of finding out prospective candidates for filling actual or projected vacancies in an organization. Recruitment enables the organization to obtain the number and types of individuals required for its continuous working (Rajesh W., Pramod L., & D.K. Meshram, 2020).

Recruitment is the most needed process to locate sources of recruitment both the internal and external sources and attract qualified and potential candidates to fulfill job vacancies in the organization. According to (Concept and source of recruitment, n.d.), the need of recruitment in any organization is because of two reasons:

- A) **Mobility of human resource:** It is due to transfer, promotion, retirement, resignation, dismissal, disability and death of employees.
- B) **Growth of business:** It is due to expansion, diversification, acquisition, growth, job redesign and technology up graduation.

Recruiting makes it possible to acquire the number and types of people necessary to ensure the continued operation of organization. Recruiting is the discovering of potential applicants for actual or anticipated organizational vacancies. (Harisha B.S, Prathap B.N & Kumar V., 2020).

Selection

Selection is the process which follows the recruitment process. It is the process of choosing the most suitable candidate for a particular position among people who apply for work with an organization. Rajesh W., Pramod L., & D.K. Meshram (2020), confirm that Selection refers to a process in which individuals are picked-up from the pool of job applicants possessing the required knowledge and skills for the job to be performed in an organization. They also confirm that selection is a process which includes various phases such as exploring the applicants in order to check whether they are suitable for the job or not, picking-up the right ones from the pool of applicants and eliminating the rests. Therefore, selection can be regarded as a negative process in its application, as its main aim is to reject as many unsuitable individuals as possible; so as to get the right and appropriate candidates for the organization. So selection concerned with hiring as well as rejecting the applicants and select the right person for the right job.

Selection is a two-way process, in which the organization choose the employee and the employee chooses the employer. It is important for both the job applicant and the organization to ensure that the job goes to the right person. Taking the wrong job may be just as disastrous for the employee as for the organization. Recruitment and selection, therefore, involves the organization (represented by the manager) and the applicant trying to discover the extent to which their separate interests are likely to be served by the appointment. In other word, it is a two-way process (Human resources: recruitment and selection, n.d.).

Effective selection process requires clearly spelled out job description and job specification for the vacant positions; sufficiently large pool of prospective applicants; series of steps through which applicants pass; and selection standards to be used in selection.

2.1.2 The relationship between Recruitment and selection

The processes of recruitment and selection are closely related. Both activities are directed towards obtaining employees with the requisite competencies and attitudes. Recruitment activities establish the groundwork for selection process by providing the necessary pool of applicants from whom the selectors may choose. However, although recruitment and selection are closely linked, each requires a separate range of skills and expertise. Hence, in practice, these activities may be carried out by different individuals (Margaret F., Caroline H. & Andrew J. 2016).

The recruitment and selection process is a dynamic, complex and an important part of human resource management in organizations. In comparison to other HR processes, recruitment and selection play a more significant role in gaining competitive advantage because it is a primary source of talent (Armstrong M. & Taylor S., 2017). Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance.

2.1.3 The linkage between recruitment and selection with human resource planning

Human resource planning, recruitment and selection process are the main functions which must be handled carefully in order to increase the organization performance and ensure success. Strategic workforce planning lays the groundwork for effective recruitment and selection processes, ensuring that organizations attract, select and retain the talent needed to achieve their goals. Human resource planning contributes to the development of strategic recruitment plans. Armed with a clear understanding of the organization's long-term goals and workforce requirements, HR professionals can design recruitment strategies that align with these objectives. The success of recruitment is inherently tied to effective human resource planning. The role of HRP also goes to selection as well. Human resource planning aids in creation of comprehensive job profiles and competency frameworks, which serve as benchmarks during the selection process (The crucial role of human resource planning in recruitment and selection, 2023).

Human resource planning and the recruitment and selection process are closely linked in an organization as all involves in managing the human capital needs of the organization. They are connected through:

1. **Alignment with organizational goals:** Human resource planning involves forecasting the organization's future workforce needs based on its strategic goals and objectives. Recruitment and selection processes are then designed to ensure that the organization attracts and hires the right talent to meet those needs. Effective recruitment and selection processes are essential for implementing the human resource plan successfully.
2. **Identifying Needs:** Human resource planning helps in identifying the current and future skills and talent requirements of the organization. This information is crucial for designing effective recruitment and selection strategies to fill the talent gaps and ensure that the organization has the right roles at the right time.
3. **Sourcing Talent:** Human resource planning guides the recruitment process by identifying the most effective sources for attracting the required talent based on the organization's needs and budget.
4. **Selection Criteria:** Human resource planning helps in determining the criteria for selecting candidates, such as required skills, qualifications, experience and cultural fit.
5. **Cost-Effectiveness:** Human resource planning ensures that the organization hires the right number of employees with the right skills at the right time. Thus help to avoid unnecessary recruitment costs.

2.1.4 Factor affecting recruitment and selection

Numerous factors affect the recruitment and selection process of an organization. The factors affecting recruitment and selection can be broadly classified into two categories: Internal and external forces (Bans-Akutey et al., 2021). Internal factor is a factor that affects the organization's culture and structure, which in turn affects the recruitment and selection process. External factor is a factor that can have an effect on the recruitment and selection which are beyond the control of the organization (Ndlela, 2020).

Internal factors that affect the recruitment and selection process include: size of the organization, organization policy, Image of the organization, Nature of the job, Organizational growth, employee turnover and cost of recruitment. External factors that affect the recruitment and

selection process include: Labor market, Unemployment rate, supply and demand of HR, competitors, government, political, economic, social and legal environment.

2.1.5 Sources and Methods of recruitment

Sources serve as the pool for locating prospective job applicants. Methods stimulate the prospective job applicants to apply for the jobs. The sources and methods of recruitment can be: Internal sources and methods and External sources and methods.

2.1.5.1 Internal sources of recruitment

Internal sources refer to recruitment of employees or filling of vacant positions from present employees within the organization. The main internal source of recruitment are employees of the organization. This source of recruitment is considered as an important as it provides opportunities for the existing employees for better development and utilization of the organization. Qualified candidates are found within the organization to fill up job vacancies above the entry level. Many organizations follow the deliberate practices of recruiting from internal sources.

2.1.5.2 Internal methods of recruitment

The most common methods used for internal recruiting are: Job posting, employee referrals and human resource inventory (skills inventory).

2.1.5.2.1 Job posting

It is also called internal advertisement which is the process of announcing job openings to all employees inside the organization to apply for the vacant position. It provides an equal opportunity to all employees currently working in the organization. Under this recruitment process, vacancy announcement is made through bulletin boards, In-house newsletters/newspapers, circulars and electronic mail. Interested employees, then apply for the post job. This is called '**bidding**' or **self-nomination**.

2.1.5.2.2 Employee Referral

Employee referrals locate applicants within the organization. Employee referrals is an effective way of sourcing the right candidates at the low cost through the referrals from employees currently working with you. Supervisors generally recommend best-qualified candidates for vacant jobs. Informal communication among managers lead to the discovery of candidates within the organization. Organizations encourage employee referrals as it is cost effective and save time.

2.1.5.2.3 Human resources Inventory

Human resource inventory is a search of human resources from currently employed in the organization. Tells management information about what individual employees can do. This information included the employees:

- Personal: name, age, gender and marital status
- Educational qualifications/professional qualifications
- Training undertaken/special skills
- Employment experience/current position held
- Performance ratings
- Salary level/benefit plans
- Capabilities
- Job and location preferences

2.1.5.3 External sources of recruitment

External source of recruitment is a situation where the organization cannot meet its human resource needs from within it and decides to hire employees outside the organization. It refer to attracting applicants from outside a particular organization to fill vacant positions. It is widely used to make recruitment for entry-level and skilled jobs from the labor market. Although hiring through external sources is expensive and tough, it has tremendous potential of driving the organization forward in achieving its goal. The main external sources of recruitment includes: Employment exchange/agencies, educational institutions and labor market.

2.1.5.3.1 Employment exchange/agencies

Employment agencies are external source of recruitment which run by various sectors like private, public or government that provides unskilled, semi-skilled and highly-skilled resources as per the requirements of the organization. These agencies hold a database of the qualified candidates and organizations can use their service at a cost.

2.1.5.3.2 Educational Institutions

Educational institutions are external source of recruitment as many students/resources will be available under one roof such as colleges and universities. Educational institutions offers opportunities for students to apply on jobs.

2.1.5.3.3 Labor market

Labor market is the place where workers and employers meet to exchange labor for wages. It is the supply of and demand for labor, in which employers are looking to number of jobs to fill and employees who are available to work.

2.1.5.4 External methods of recruitment

The most common methods used for external recruiting are: Advertising, employment exchanges, educational institution placement, employee referrals and walk-ins/write-ins/electronic search.

2.1.5.4.1 Advertising

Advertisement is the most popular and common form of external sources of recruitment. Advertisements reaches a much wider audience through various media and it is the only best suitable practice for a large volume of hiring in a short span can be done. Organizations announce the job vacancy both in electronic media and prints with a specific job description and specifications of the requirements to access a larger pool of applicants. The nature of the job determines the type of media to be used. This advertising media can be:

- **Print:** Newspapers, magazines, journal and internet
- **Visual:** Billboard, poster
- **Audio:** Radio
- **Audio-visual:** Television

2.1.5.4.2 Employment exchange

Employment exchanges maintain a databank of job seekers and job vacancies. They furnish a list of suitable candidates to prospective employers. It is an office set up by the government and private entity for bringing together as quickly as possible those peoples who are in search of employment and those employers who are looking for those peoples. This entity stored detail information of job seekers. The employers on their part intimate the exchange about the vacancies which occur in their factories and types of employees they require for filling up these vacancies. Private employment agencies carry out recruitment function on behalf of their client organization.

2.1.5.4.3 Educational Institution placement

This type of recruitment are made through educational institutions such as colleges and universities offers opportunities for hiring students. Organizations send their representatives to educational institutions where they can meet the members of faculty and persons in charge of placement services who recommend suitable candidates and stimulate them to apply for the job. Educational institutions are usually the sources for young and bright-educated individuals who generally lack work experience. In this process, the organization visits technical, management, and professional institution and attend meetings for recruiting students directly for the position. Most educational institutions operate placement services.

2.1.5.4.4 Employee referrals (Word of mouth recruiting)

It is an intangible way of external sourcing for candidates for filling up the vacant positions. Current employees recommend their friends and relatives from outside the organization for hard-to-find job skills. Such candidates tends to be better qualified for the job. This method is manly used by organizations with good image in the market. This organization only needs a word-of-mouth advertising regarding a job vacancy to attract a number of candidates.

2.1.5.4.5 Walk-ins, Write-ins and Electronic search

Walk-ins: This are job seekers who arrive at HR department of an organization in search of a job.

Write-ins: This are job seekers who send written enquiries to an organization in search of a job.

Electronic search: This is web-based tools such as a firm's public internet site or its own intranet to recruit staff and bio-data of prospective candidates are made available through internet.

2.1.6 Process of recruitment and selection

The recruitment and selection process is the major function of the human resource department. Different stages under the recruitment process are the primary work of HR department followed by stages of selection process. The selection process is made if the recruitment process goes in a proper way. In this section the process of recruitment and selection are discussed separately.

2.1.6.1 Process of recruitment

The recruitment process have consensus in the steps followed by many organizations, but differences may be occur because of the nature of the work in the organization. There are 5 sages

in the recruitment process these are recruitment planning, recruitment strategy, searching, screening and evaluation and control.

2.1.6.1.1 Recruitment planning

The recruitment process starts with the planning, which involves writing a complete job specification and nature for the position to be filled, number and type of applicants needed, outlining major and minor responsibilities, required skills, experience and qualifications required for the job, knowledge level, grade and salary level, start date, whether the position is temporary or permanent, and special conditions, if any, related to the position to be filled.

2.1.6.1.2 Recruitment strategy

After preparing a detailed job description and determining the type and number of candidates with the qualification needed, the next stage is to develop an appropriate strategy. The strategic considerations include whether to prepare the required candidates themselves or to recruit them externally, the type of recruitment method to be used, the geographic area to be considered for sourcing candidates, the recruitment source to be used, and the sequence of activities to be followed in recruiting candidates into the organization.

2.1.6.1.3 Candidate searching

This step involves attracting job seekers to the organization. In this stage source activation and sales part take place. Organizations locate the sources of recruitment to find the qualified candidates for the job position.

2.1.6.1.4 Screening

Screening refers to the process of shortlisting candidates' applications for further consideration. It is an integral part of recruitment and considered as the first step in selection. In this stage applicants that seem to be unqualified for the vacant job positions at an early stage are weed out. The techniques used for screening candidates vary depending on the source of supply and method used for recruiting.

2.1.6.1.5 Evaluation and control

The last stage of the recruitment process is evaluation and control, where the validity and effectiveness of the process and methods used are assessed. As the considerable cost involved in

the recruitment process this step is imperative. The cost incurred include salary of the recruiters, cost of time spent by the management, cost of advertisement, cost of outsourcing or overtime while vacancies remain unfilled and other cost incurred.

2.1.6.2 Process of employees selection

After the successful completion of the recruitment process the HR department proceeds to the employee's selection process. The process can vary from organizations to organizations some steps performed and considered important by one organization can be skipped by other organization but the difference is not significant. Some steps are discussed below.

2.1.6.2.1 Initial screening

When the number of applicants for a job is very large, preliminary screening can be performed to eliminate less worthy candidates. There are two approaches in this reduction process at preliminary screening. First, there is the screening approach where unsuitable applicants are rejected who are failed to meet minimum qualification. The second method is one of inclusion where each applicant is compared with the requirements set out in the person specification.

2.1.6.2.2 Completion of Application form

The application form is a sheet with blanks prepared by an organization to be filled in by the applicants. After an applicant pass the initial screening he/she is asked to complete an application form. The data gathered from the application form might include data on the applicant demographic information, attitudinal characteristics and previous work experience of the applicant. This data can lead to evaluation and interpretation and could be best predictors of future behavior patterns of the employee. Applicants who failed to complete application form are rejected.

2.1.6.2.3 Selection Test

Test serves as an important device in the process of selection. These are aimed at measuring such skills and abilities in a worker which, according to the job analysis and job description, would help him/her in performing his/her job well. Selection test assess the suitability of candidates to the job and provide objective information about the candidate. The major types of tests can be: aptitude test, achievement test, situation test, interest test and personality test. A successful testing should incorporate all the different types of tests and it needs to fulfill the principles of testing such as

validity, reliability, objectivity and uniformity. Candidates scoring low in the selection tests are rejected. Different types of selection tests are described below:

Aptitude tests- This test are analytical reasons, skills and ability to learn a new job. It measure aptitude of candidate for the job and tests a candidates learning capacity. It is occupational or job-related tests that assess the extent to which people can do the work.

Achievement tests- This tests measures the theoretical and practical knowledge and skills of the candidate.

Situational tests- This tests are abstract real life situations. In this test candidates are asked to cope with the situational problems.

Interest tests- This tests show inventories of the likes and dislikes of candidates in relation to work, hobbies and recreational activities.

Personality tests – To test the type of person (assertive, submissive, dominance, enthusiastic, introvert and extrovert). They measure personality dimensions of the candidates. This test attempt to assess the personality of candidates in order to make predictions about their likely behave in their role.

2.1.6.2.4 Selection Interview

An interview is a formal consultation to evaluate the aptitude, training etc. of a prospective employee. It is a face-to-face observation and appraisal of the candidate's suitability for the job. It probes the areas that cannot be addressed by the application form or selection tests so it is based on in-depth conversation to evaluate the candidate's acceptability. This interview can be made in different methods: one-on-one interview, panel interview and group interview,

One-on-one Interview- is a method of interview made by single candidate and single interviewer.

Panel Interview- is a method of interview in which one candidate is interviewed by panel of two or more experts.

Group Interview- is a method of interview in which a number of candidates are interviewed at once.

The selection interview can be unstructured interview (Non-directive approach) in which questions are not planned in advance, semi-structured interview (Mixed approach) in which the interviewer

has flexibility in asking specific questions for detailed-probing purposes or structured interview (Directive approach) in which a standard list of questions is asked to all candidates. Structured interview can be behavioral interview which focuses on past behaviors and situational interview which focuses on what the candidate would do in the future.

The interview process include preparation, conduct, termination and evaluation.

Preparation- In this step the interviewer review the applications, job description and job specification; prepare specific questions or checklist in various areas and decide about the technique and type of interview.

Conduct- This step consists of conducting the interview by creation of rapport with the candidate. Questions are asked and responses are observed or recorded in this step. The interviewer may start by asking the candidate to briefly introduce himself/herself.

Termination- In this step the interviewer close the interview by asking a final question or by thanking the candidate.

Evaluation- Is the last step in which the interviewer evaluate the candidate based on observations, impressions, responses and information exchange.

2.1.6.2.5 Reference Checking

A candidate applying for a job in an organization is usually asked to provide some references which refers there character i.e. educational background, skills, experience and character might be addressed.

2.1.6.2.6 Medical test

Physical examination is the final step in the selection process which comply with the legal provisions. Medical tests used to determine whether an applicant is with health or drug problem, physically and mentally capable to perform the work. It facilitate placement of employees in suitable jobs.

2.1.6.3 Hiring Decision

Hiring decision marks the end of selection process. The candidates passing the hurdles of the selection process are given a job offer. Accepting job offer are issued appointment letter. This decision is made by the competent authority or by the top manager in the organization. The

organization should list of candidates who have been selected should be posted in notice board and also the organization should notify the candidates who have not been selected.

2.1.6.4 Placement and Orientation

Placement

After selected candidates report for duty, they will be placed in the right job. The first placement is for a probation period, usually extending from 6 to 12 months. During this period orientation and pre-service trainings are given to the employee. If the employee have satisfactory performance during the probation period, the employee is given a permanent posting.

Orientation

Orientation is a tool of socialization process which introduces the new employee to the organization and its work environment. Orientation useful to familiarize the employee with organizational issues, to communicate human resource policies, to review job duties and responsibilities of the employees and to introduce the employees to supervisor, co-workers, etc.

2.1.6.5 Challenges of Recruitment and Selection of Employees

2.1.6.5.1 Geographical location of the organization

The geographical location of the organization may affect the recruitment process in case of the organization is located far away from the city center. Candidates who have experience, potential and qualified on the job may not want to be relocated far away from their home and family. Also, if organizations are situated in hostile communities, it could reduce the number of candidates who have potential and right qualification to apply for the job. In situations like this, organizations may be forced to recruit under qualified personnel for the job which they will have to train can be costly for the organization. The pool of employees applying for the job can be limited.

2.1.6.5.2 Cost of recruitment and selection

In order to have a proper recruitment and selection of employees an organization should have to set budget that will be spent during hiring. The budget should be carefully planned and effectively used. The budget should be also aligned with the organization goal. This costs can be incurred during the hiring process including advertising costs, recruiters' salaries, employment agencies fee and selection process fees. If the budget set for this process are not used properly the organization may delay to recruit employees at the right time they are needed and may use the wrong media and fail to reach the targeted potential candidates.

2.1.6.5.3 The economic instability of the country

The high level of economic instability of the country may led organizations to limit their salary and wage payed for labors. The economic instability also affect the living style of labors. In order to get high wage/salary and have a better living style to many qualified and experienced employees leave their country to look for job in other countries. In this cases, organizations faced to recruit candidates with little or no experience and less qualification.

2.1.6.5.4 Knowledge provided by educational institutions

The knowledge provided by educational institutions has a significant effect on employee performance. Now days Ethiopia economy is moving from agriculture to industrial, most business organization are using different new technologies in order to be competitive in the market. This technologies and working style of organizations need highly skilled and with high knowledge employees to have a great performance. If the way educational institutions provide knowledge does not correspond with the organization working process, organization may not be able to find qualified employees for the job and will have additional cost to train the employees. If employees with low skill and knowledge are hired in the organization they will have lower productivity which lead to lower organization productivity.

2.1.6.5.5 Nepotism and Favoritism

Nepotism and favoritism is the practice of unfairly giving the best jobs to members of your family when you are in a position of power. Top management takes advantage of their positions to secure jobs to favor friends and relatives. The organization goes through the process of recruitment and selection for a vacant job as a matter of procedure. This lead to have less qualified employee and the organization recruitment and selection policy will not properly employed.

2.1.6.5.6 Misrepresentation of qualifications (fake qualifications)

Misrepresentation can occur during a selection process when an eloquent communicator can get the job only to be realized later that he is incapable or does not have the right qualifications or experience. Relevant qualifications for the job are often used during the selection process to screen and short list the candidates (Gbereubie, 2011). Because of the high rate of unemployment some job applicants present fake qualifications. When a company discovers the fact or when the incumbent fails to perform, the company is then forced to re advertise the job and this is costly

both in terms of time and money. It is advisable for organizations to employ the services of recruitment agencies that are able.

2.2 Empirical review

Dr. Don-Baridam L., Ngobe E. & DiriT. (2022) studied on the challenges of recruitment and selection in Nigerian Organizations; and found that the recruitment and selection process in Nigeria organization are faced with several challenges such as geographical location of organisations, cost of advertising, brain drain, economic instability, politicians polarizations, nepotism and favouritism, misrepresentation of qualifications and bribery and corruption that affect their effectiveness. They lastly recommend that agencies responsible for recruitment in Nigeria should try as much as possible to ensure that no unlawful discrimination occurs and all Nigerians seeking for employment should be given equal opportunity irrespective of their background. Finally, the researchers hoped that employment agencies in Nigeria will be the solution to the identified problems.

Omogbiya O., & Aruoriwo G. (2023) studied on the Challenges and Effects of Poor Recruitment and Selection Process in Nigerian Workplace, and found that finding the right employee for the right job is essential for organizational success. In order to have a round peg in a round hole, it is advised that organizations in Nigeria constantly check that their recruitment and selection criteria are valid and in line with international best practices. Finally recommended that among other things that all employers of labour in Nigeria, whether they are public or private, should make sure that qualified human resources experts are in charge of the recruitment and selection process.

Tegegne A. & Berhanu D. (2019), conducted a research on assessment of recruitment and selection practices in Ambo town, the findings of the study implies that respondents were not aware of formal recruitment and selection policy at town, the recruitment and selection process was not monitored to ensure fairness and transparency, there were a lot of internal and external challenges like limited choice, inefficiency, unavailability of labour and expensiveness of advertisement in the implementation of recruitment and selection, duties and responsibilities of the job holders were not properly stated on the vacancy advertisement and which makes difficult to know the responsible body. At last the researchers recommended that the town have to establish a team of experts that will monitor the recruitment and selection process and advised the town to use different recruitment and selection methods when sourcing for candidates.

Asrat Dagne (2018), conducted a study on practice and challenges of recruitment and selection of teachers in private primary school of Bahir Dar city, Ethiopia; the finding of the study revealed that the current practice in the study area showed that recruitment and selection practice is not appropriate and concluded that the recruitment and selection criteria of private primary school teachers were not properly implemented. At last the researcher recommended that teachers should be selected on the basis of clear and well defined criteria. The schools have to apply diversified methods to invite applicants; they have to give the value to academic qualification by eliminating the practice of selecting teachers based on the personal relationship in school.

Feyisa G. (2016), studied on the practice and challenges of staff recruitment and retention in Nifas Silk Lafto Sub-city Health office; the findings of the study show that Office did not give job orientation and follow up for the new employees when they were hired. Employees had not job description in their hand. Office's compensation and benefit policy was not communicated with employee and not periodically evaluate the effectiveness of its packages. The employees were not satisfied with their work environment. The payment of the employees receives for their work is not attractive. Employees were not getting appreciation and recognition for their work by the supervisor and management of the office. Employees were not participated in decision-making process concerning their issue or office issues. No equal opportunity for employee promotion/career development with work experience regional and Addis Ababa health sector in their office. Finally, the researcher recommended that retain competent employee and implement proper recruitment policy in the office.

Mulualem T., & Elfneh K. (2018), conducted a study on the assessment of recruitment and selection practices and its challenges in civil service Bureau of Benishengul Gumz Region-Ethiopia, an found that The current recruitment and selection practice in the study area was not as effective as required. merit based principles are not strictly considered in a way that supports effective recruitment and selection, that lead to low performance achievement of merit based system in the civil service sector, and the current recruitment and selection of the civil service lacks reliable and valid recruitment system in the study area. This implies that the reform of civil service failed to achieve the objectives for which it was designed. As a result such violation leads to filling the civil service sector with unqualified individuals on the bases of different relativism, political interferences of politicians. This problem is negatively affects the performance of different government sectors in the study area. Finally the researcher recommended neutrality and

accountability In order to improve the performance of the organization the civil service sector should focus on proper recruitment and selection to assign the right person at the right position. Cultivate the HR expert's capacity through education, training, regular monitoring and follow up to develop and practicing the recruitment and selection from the view point of recruitment and selection principles.

Hiwot M. (2019) conducted a study on Recruitment and Selection Practices the Case of Commercial Bank of Ethiopia, and found that there is Lack of awareness at departmental level about the recruitment and selection procedures. This would negatively affect the recruitment and selection process of potential candidates for the position. There is no equal opportunity for all potential employees during recruitment and selection. Which can affect the institution to lose competitive candidates and also it affects the image of the bank and find that the major challenge identified to be frequently facing recruitment and selection practices in the CBE are poor human resource planning, Job analysis and job description, Competency level on the part of employees, Cost of recruitment and selection of employees, Employer employee relationship, and Poor working condition of workers. By comparing the recruitment and selection practices of the bank with recruitment and selection policy evaluation checklist it is not in line with its recruitment and selection policy, which in turn are not in line with the best practices. The duties and responsibilities of the job holder are not properly stated on vacancy advertisement which makes difficult to know the responsible body. The selection criteria used by the bank is not relevant to select competent and qualified personnel. This can affect the institution selection process. There is low satisfaction of employees with the recruitment and selection practices of the bank, The study indicates that majority of employees did not get training and/or orientation on recruitment and selection policies and procedures of the bank which affect the recruitment and selection, process fairness and transparency. The other reason is no proper planning for the recruitment and selection process. This clearly indicates that it is impossible to measure the validity of the selection process without proper planning. Finally the researcher recommended that to achieve to the interests of employees by improving the recruitment and selection policies of the bank and by creating equal opportunities to the employees and Commercial Bank of Ethiopia should conduct Job analysis to determine job description, job specification, and job evaluation.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

This chapter deals with the research design and methodologies adopted while conducting the study. The chapter consists of: research design and approaches, research population, sample size, sampling techniques, sources of data, data gathering instruments, procedures of data collection, pilot testing, methods of data analysis and ethical consideration.

3.1 Research Design and Approach

This study employed descriptive research design. Descriptive research design describes the characteristics of the population, situation and phenomenon studied. As descriptive research design helps to answer ‘what’, ‘how’, ‘when’ and ‘where’ questions regarding the research problem. The researcher describe the quantitative data and explain how practices and challenges of recruitment and selection in case of KOSPI PLC at Gelan plant. Hence based on the concept of descriptive research design the researcher employed descriptive research design to gather data from single population and answer the ‘what’ questions of the study. The researcher used quantitative research approach in order to analyses data obtained through questionnaire. The researcher used quantitative research approach to analyze data that are expressed in terms of numbers.

3.2 Population, Sample Size and Sampling Techniques

3.2.1 Research population

The population of this study comprised all employees and managers at KOSPI Gelan plant. There were 160 employees and managers at KOSPI Gelan plant. Therefore, the target populations of this study was 160 employees and managers at KOSPI Gelan plant.

3.2.2 Sample Size

The sampling unit in the population was small. Therefore, the researcher used census method and take all 160 employees and managers as a sample size. This enabled the researcher to get reliable data for the study.

3.2.3 Sampling Techniques

The researcher used census method and the researcher handles all the respondents in the target population. This increases the reliability of the study as the total populations are related with the topic.

3.3 Sources of Data

This researcher used both primary and secondary sources to collect data for the study. Primary sources was the data collected by distributing questionnaire to all employees and managers of KOSPI. The secondary sources of data were published and related literatures, HR manual and recruitment and selection policy of KOSPI, website of the organization and internet sources.

3.4 Data Gathering Instrument

The data collection instruments of this study was questionnaire and interview. The questionnaire was designed by close ended types of questions. The questionnaire gives freedom to the respondents and they can give reliable data to the study.

3.5 Procedures of data collection

To conduct the study both primary and secondary data sources were used. The researcher first prepares questioner. Since the researcher take the total population the researcher prepared 160 questioner. After that questioners were distributed to each individual respondents. While distributing each respondent were informed to complete the questioner at their earliest. The questionnaires were collected by the vice manager of the organization and the researcher collects the questioners from the vice manager. At the end the researcher requested the vice manager to provide information that can use as a secondary data.

3.6 Pilot Testing

Pilot testing was conducted to test the validity of the questionnaire. This was attempted to test the clearness and quality and of questionnaire statements. Pilot test was conducted on 46 workers of the participants and the researcher modified the questionnaire accordingly.

3.6.1 Validity

Validity refers to the extent to which an instrument measures what it actually intended to measure. The validity of the information gathering instrument was resolved through examining the instrument with my advisor. The significant remarks and recommendations given by my advisor aided the approval of the instrument.

3.7 Method of Data Analysis

The researcher used descriptive statistics such as frequency counts and percentage for the questionnaire and it was interpreted according to the findings. Data obtained from primary sources

was analysed by using simple descriptive inferential statistical tools such as frequency and percentage. Analysed data was presented in tables and all the necessary narration and interpretations was made on the findings. The obtained data through questionnaire was computed with the use of software programs SPSS Version 26.

3.8 Ethical consideration

The researcher got permission to collect data from the organization. Regarding the right to privacy of the respondents, the study maintained the confidentiality of the identity of each participant or respondents. The collected data and the result of this study was utilized for academic purpose only the respondents were aware of the nature and purpose of the research.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS AND INTERPRITATION

This chapter deals with the presentation, analysis and interpretation of data collected from questionnaire. The data collected from questionnaires were analyzed using SPSS version 26, presented using tables and interpreted.

4.1 Response Rate

Table 4.1 Response Rate

| Response | Total |
|-------------------------------------|-------|
| Number of questionnaire distributed | 160 |
| Number of returned questionnaire | 160 |
| Number of unreturned questionnaire | 0 |
| Number of rejected questionnaire | 0 |
| Response rate | 100% |

The participants of the study were the total 160 employees and managers of the organization. The researcher distributed 160 questionnaires. Accordingly, the 160 questioners were returned and all of them were considered by the researcher.

4.2 Demographic Information of the respondents

Table 4.1: Demographic Information of the respondents

| NO | Item | Count (N) | N % | |
|----|-----------|-----------|-----|--------|
| 1 | Gender | male | 92 | 57.5% |
| | | female | 68 | 42.5% |
| | | Total | 160 | 100.0% |
| 2 | Age group | 18-28 | 15 | 9.4% |
| | | 29-38 | 87 | 54.4% |
| | | 39-48 | 58 | 36.2% |
| | | above 48 | 0 | 0.0% |
| | | Total | 160 | 100.0% |

| | | | | |
|---|----------------------------------|-------------------------|-----|--------|
| 3 | Educational Background | Under High School | 7 | 4.4% |
| | | TVET | 16 | 10.0% |
| | | Degree | 113 | 70.6% |
| | | Master's | 24 | 15.0% |
| | | PhD and above | 0 | 0.0% |
| | | Total | 160 | 100.0% |
| 4 | Work Experience in KOSPI (years) | 1-5 | 55 | 34.4% |
| | | 6-10 | 42 | 26.2% |
| | | 11-15 | 34 | 21.3% |
| | | above 15 | 29 | 18.1% |
| | | Total | 160 | 100.0% |
| 5 | Job position | Top level management | 2 | 1.2% |
| | | Middle level management | 6 | 3.8% |
| | | Lower level management | 152 | 95% |
| | | Total | 160 | 100% |

Source: Own filed survey (2023)

According to table 4.2, item 1, this study consists of 92(57.5%) of male respondents and 68(42.5%) of female respondents. This shows the majority of the respondents are males.

Regarding to item 2, age group of the respondents, 15(9.4%) of respondents were found between age group 18-28, 87(54.4%) of respondents were found between age group 29-38 and 58(36.2%) of respondents were between age group 39-48. This shows that majority of the staffs are matured and more productive.

With regard to educational background of the respondents, item 3, of all the respondents 7(4.4%) were under high school, 16(10.0%) of respondents were TVET holders, about 113(70.6%) of the respondents were bachelor of degree holders, and the remaining 24(15.0%) of the respondents were master degree holders in their academic status. This shows the majority of the staffs were bachelor degree holders which have a better understanding in their academic status.

According to the work experience years of the respondents in the organization, item 4, 55(34.4%) of the respondents have been working for 1-5 years, 42(26.2%) of the respondents have been working for 6-10 years, and about 34(21.3%) of respondents have been working for 11-15 years. The remaining 29(18.1%) of respondents have been working above 15 years. This indicates that most of the employees have more than 5 year working experience and have more information about the questions.

At last on item 5, based on the job position of the respondents, it shows 152(95%) of the respondents were lower level management group and the remaining 2(1.2%) and 6(3.8%) of the respondents were top level management group and middle level management group respectively.

4.3 Results of Recruitment and Selection Policy

Table 4.2: Recruitment and selection policy

| NO | Statements | | Count (N) | N % | Mean | SD |
|----|---|-------------------|-----------|--------|------|-------|
| 1. | KOSPI has a clear policy and procedures for recruitment and selection process. | Strongly disagree | 6 | 3.8% | 3.94 | 0.927 |
| | | Disagree | 3 | 1.9% | | |
| | | Neutral | 28 | 17.5% | | |
| | | Agree | 80 | 50.0% | | |
| | | Strongly agree | 43 | 26.8% | | |
| | | Total | 160 | 100.0% | | |
| 2. | KOSPI assigns a clear budget for its recruitment and selection process in its policy. | Strongly disagree | 12 | 7.5% | 3.54 | 0.808 |
| | | Disagree | 15 | 9.4% | | |
| | | Neutral | 49 | 30.6% | | |
| | | Agree | 67 | 41.9% | | |
| | | Strongly agree | 17 | 10.6% | | |
| | | Total | 160 | 100.0% | | |
| 3. | The recruitment and selection policy support promotion with-in the organization. | Strongly Disagree | 16 | 10.0% | 3.89 | 0.839 |
| | | Disagree | 13 | 8.1% | | |
| | | Neutral | 37 | 23.1% | | |
| | | Agree | 46 | 28.8% | | |
| | | Strongly agree | 48 | 30.0% | | |
| | | Total | 160 | 100.0% | | |

| | | | | | | |
|-----------------------------------|--|-------------------|-----|--------|------|-------|
| 4. | The recruitment and selection policy of KOSPI consider affirmative action. | Strongly disagree | 19 | 11.9% | 3.59 | 1.260 |
| | | Disagree | 12 | 7.5% | | |
| | | Neutral | 22 | 13.8% | | |
| | | Agree | 69 | 43.1% | | |
| | | Strongly agree | 38 | 23.7% | | |
| | | Total | 160 | 100.0% | | |
| 5. | The recruitment and selection policy of KOSPI support selection-two-way process. | Strongly Disagree | 15 | 9.3% | 3.61 | 0.861 |
| | | Disagree | 19 | 11.9% | | |
| | | Neutral | 30 | 18.8% | | |
| | | Agree | 75 | 46.9% | | |
| | | Strongly agree | 21 | 13.1% | | |
| | | Total | 160 | 100.0% | | |
| 6. | The policy shows how recruitment and selection are linked with the organization HRP. | Strongly Disagree | 13 | 8.1% | 4.23 | 0.624 |
| | | Disagree | 27 | 16.9% | | |
| | | Neutral | 17 | 10.6% | | |
| | | Agree | 60 | 37.5% | | |
| | | Strongly agree | 43 | 26.9% | | |
| | | Total | 160 | 100.0% | | |
| Grand Mean and Standard Deviation | | | | | 3.80 | 0.581 |

Source: Filed survey (2023)

According to table 4.3, statement 1, 50% of respondents were agreed that KOSPI has a clear policy and procedures for recruitment and selection process. Also 26.8% of respondents were strongly agreed that KOSPI has a clear policy and procedures for recruitment and selection process. It also illustrated that 3.8% of respondents were strongly disagreed that KOSPI has a clear policy and procedures for recruitment and selection process. Also, 1.9% of respondents were disagreed that KOSPI has a clear policy and procedures for recruitment and selection process. The remaining 17.5% of respondents were having neutral idea to the concept. This shows the majority of the respondents agree that KOSPI has a clear policy and procedures for recruitment and selection process.

According to table 4.3, statement 2 showed 41.9% of respondents were agreed that KOSPI assigns a clear budget for its recruitment and selection process in its policy. It also illustrated that 10.6% of respondents were strongly agreed that KOSPI assigns a clear budget for its recruitment and selection process in its policy. But 30.6% of respondents were having neutral idea whether KOSPI assigns a clear budget for its recruitment and selection process in its policy or not. Also, 7.5% of respondents strongly disagree that KOSPI assigns a clear budget for its recruitment and selection process. The remaining 9.4% of respondents were disagreed that KOSPI assigns a clear budget for its recruitment and selection process in its policy. This shows the majority of respondents agree that KOSPI assigns a clear budget for its recruitment and selection process in its policy.

According to table 4.3, statement 3 showed 23.1% of respondents had neutral idea whether the recruitment and selection policy support promotion with-in the organization or not. Also 30% of respondents were strongly agreed that the recruitment and selection policy support promotion with-in the organization. The 28.8% of respondents were agreed that the recruitment and selection policy support promotion with-in the organization. Also 8.1% of respondents were strongly disagreed that the recruitment and selection policy support promotion with-in the organization. The rest 10.0 % of respondents were strongly disagreed that the recruitment and selection policy support promotion with-in the organization. This shows the recruitment and selection policy of KOSPI has a great support on promotion with-in the organization.

According to table 4.3, statement 4 showed 43.1% of respondents were agreed that the recruitment and selection policy of KOSPI consider affirmative action. Also 23.7% of respondents were strongly agreed that the recruitment and selection policy of KOSPI consider affirmative action. But 11.9% of respondents were strongly disagreed that the recruitment and selection policy of KOSPI consider affirmative action. Also 7.5% of respondents were disagreed that the recruitment and selection policy of KOSPI consider affirmative action. The rest 13.8% of respondents were neutral whether the recruitment and selection policy of KOSPI consider affirmative action or not, from this the researcher concluded that the recruitment and selection policy of KOSPI consider affirmative action.

According to table 4.3, statement 5 showed 46.9% of respondents were agreed that the recruitment and selection policy of KOSPI support selection-two-way process. Also 13.1% of respondents were strongly agreed that the recruitment and selection policy of KOSPI support selection-two-way process. But 11.9% of respondents were disagreed that the recruitment and selection policy of KOSPI support selection-two-way process. And also 9.3% of the respondents strongly disagree that the recruitment and selection policy of KOSPI support selection-two-way process. The rest 18.8% of respondent were have neutral idea whether or not the recruitment and selection policy of KOSPI support selection-two-way process. This shows the majority of the respondents agreed that the recruitment and selection policy of KOSPI support selection-two-way process.

Table 4.3, statement 6 showed 37.5% of respondents were agreed that the policy shows recruitment and selection are linked with the organization HRP. Similarly, 26.9% of respondents were strongly agreed that the policy shows recruitment and selection are linked with the organization HRP. Whereas 16.9% of respondents disagree and 8.1% of respondents strongly disagree that the policy shows recruitment and selection are linked with the organization HRP. The rest 10.6% of respondents were neutral. This shows that the policy shows recruitment and selection are linked with the organization HRP.

The mean value for the "Recruitment and selection policy" variable is 3.80. This indicates that on average, the respondents rated the recruitment and selection policy at KOSPI plc as 3.80 on the scale used to measure this variable. A mean of 3.80 indicates the overall perception of the recruitment and selection policy is slightly above the midpoint of the scale.

The standard deviation is 0.581. This means that the typical (average) deviation of individual observations from the mean of 3.80 is 0.581 units. A standard deviation of 0.581 indicates there is relatively low variability in the responses. Most observations cluster closely around the mean value of 3.80.

4.4 Results of internal sources of recruitment

Table 4.3: Internal sources of Recruitment

| NO | Statements | | Count (N) | N % | Mean | SD |
|-----------------------------------|---|-------------------|-----------|--------|------|-------|
| 1. | KOSPI follows the deliberate practice of recruiting from current employees of the organization. | Strongly disagree | 13 | 8.1% | 3.76 | 1.000 |
| | | Disagree | 19 | 11.9% | | |
| | | Neutral | 34 | 21.3% | | |
| | | Agree | 53 | 33.1% | | |
| | | Strongly agree | 41 | 25.6% | | |
| | | Total | 160 | 100.0% | | |
| Grand Mean and Standard Deviation | | | | | 3.76 | 1.000 |

Source: Field survey (2023)

According to table 4.4, statement 1 showed 33.1% of respondents were agreed that KOSPI follows the deliberate practice of recruiting from current employees of the organization. Similarly, 25.6% of respondents were strongly agreed that KOSPI follows the deliberate practice of recruiting from current employees of the organization. Also 11.9% of respondents were disagreed that KOSPI follows the deliberate practice of recruiting from current employees of the organization. About 8.1% of respondents were strongly disagreed that KOSPI follows the deliberate practice of recruiting from current employees of the organization. The rest 21.3% of the respondents were neutral. This shows the majority of the respondents strongly agreed and agreed that KOSPI follows the deliberate practice of recruiting from current employees of the organization. The practice of recruitment from current employees of the organization was good and encouraged.

4.5 Results of Internal Methods of Recruitment

Table 4.4: Internal Methods of Recruitment

| NO | Statements | | Count(N) | N % | Mean | SD |
|----|---|-------------------|----------|--------|------|-------|
| 1. | KOSPI announce job openings to all current employees. | Strongly disagree | 3 | 1.9% | 4.12 | 0.914 |
| | | Disagree | 6 | 3.7% | | |
| | | Neutral | 22 | 13.7% | | |
| | | Agree | 67 | 41.9% | | |
| | | Strongly agree | 62 | 38.8% | | |
| | | Total | 160 | 100.0% | | |

| | | | | | | |
|-----------------------------------|---|-------------------|-----|--------|------|-------|
| 2. | KOSPI utilized employee referrals to locate best-qualified candidates for the vacant job. | Strongly disagree | 3 | 1.9% | 3.76 | 1.000 |
| | | Disagree | 19 | 11.9% | | |
| | | Neutral | 28 | 17.5% | | |
| | | Agree | 73 | 45.6% | | |
| | | Strongly agree | 37 | 23.1% | | |
| | | Total | 160 | 100.0% | | |
| 3. | KOSPI search employees for a vacant position from human resource inventory by referring their information | Strongly disagree | 13 | 8.1% | 3.56 | 1.222 |
| | | Disagree | 19 | 11.9% | | |
| | | Neutral | 34 | 21.3% | | |
| | | Agree | 53 | 33.1% | | |
| | | Strongly agree | 41 | 25.6% | | |
| | | Total | 160 | 100.0% | | |
| Grand Mean and Standard Deviation | | | | | 3.83 | 0.859 |

Source: Filed survey (2023)

According to table 4.5, statement 1 showed 41.9% of respondents were agreed that KOSPI announce job openings to all current employees. Also, 38.8% of respondents were strongly agreed that KOSPI announce job openings to all current employees. About 13.7% of respondents were neutral. Also 3.7% of respondents were disagreed that KOSPI announce job openings to all current employees. The rest 1.9% of respondents were strongly disagreed that KOSPI announce job openings to all current employees. This shows that KOSPI announce job openings to all current employees.

According to table 4.5, statement 2 showed 45.6% of respondents were agreed that KOSPI utilized employee referrals to locate best-qualified candidates for the vacant job. Similarly, 23.1% of respondents were strongly agreed that KOSPI utilized employee referrals to locate best-qualified candidates for the vacant job. About 17.5% of the respondents were neutral. Also 11.9% of respondents were disagreed that KOSPI utilized employee referrals to locate best-qualified candidates for the vacant job. The rest 1.9% of respondents were strongly disagreed that KOSPI utilized employee referrals to locate best-qualified candidates for the vacant job. From the result the researcher conclude that KOSPI utilized employee referrals to locate best-qualified candidates for the vacant job.

According to table 4.5, statement 3 showed 33.1% of respondents were agreed that KOSPI search employees for a vacant position from human resource inventory by referring their information. Also 25.6% of respondents were strongly agreed that KOSPI search employees for a vacant position from human resource inventory by referring their information. Also 11.9% of respondents were disagreed that KOSPI search employees for a vacant position from human resource inventory by referring their information. About 8.1% of respondents were strongly disagreed that KOSPI search employees for a vacant position from human resource inventory by referring their information. The rest 21.3% of the respondents were neutral. This shows that that KOSPI search employees for a vacant position from human resource inventory by referring their information.

On average, the respondents have a slightly positive perception of the internal recruitment methods used at KOSPI plc. However, the standard deviation of 0.859 shows there is more variation in the individual ratings compared to the previous variable. This higher level of dispersion around the mean of 3.83 indicates that while the overall perception is slightly positive, there is less consistency in how the respondents view the internal recruitment methods at KOSPI plc. Some respondents may have more favorable opinions while others may be more critical.

4.6 Results of External sources of recruitment

Table 4.5: External Sources of Recruitment

| NO | Statements | | Count (N) | N% | Mean | SD |
|----|---|-------------------|-----------|--------|------|--------|
| 1 | KOSPI hire employees from employment agencies/exchange offices. | Strongly Disagree | 13 | 8.1% | 3.73 | 0..9.7 |
| | | Disagree | 16 | 10.0% | | |
| | | Neutral | 33 | 20.6% | | |
| | | Agree | 59 | 36.9% | | |
| | | Strongly agree | 39 | 24.4% | | |
| | | Total | 160 | 100.0% | | |
| 2 | KOSPI uses educational institutions as an external source of recruitment. | Strongly Disagree | 22 | 13.7% | 3.56 | 0.859 |
| | | Disagree | 38 | 23.8% | | |
| | | Neutral | 35 | 21.9% | | |
| | | Agree | 44 | 27.5% | | |
| | | Strongly agree | 21 | 13.1% | | |
| | | Total | 160 | 100.0% | | |

| | | | | | | |
|-----------------------------------|---|-------------------|-----|--------|------|-------|
| 3 | KOSPI used to make recruitment for entry-level and skilled jobs from the labor market | Strongly disagree | 3 | 1.8% | 3.85 | 0.877 |
| | | Disagree | 7 | 4.4% | | |
| | | Neutral | 36 | 22.5% | | |
| | | Agree | 79 | 49.4% | | |
| | | Strongly agree | 35 | 21.9% | | |
| | | Total | 160 | 100.0% | | |
| Grand Mean and Standard Deviation | | | | | 3.72 | 0.891 |

Source: Filed survey (2023)

According to table 4.6, statement 1 showed 36.9% of respondents were agreed that KOSPI hire employees from employment agencies/exchange offices. Similarly 24.4% of respondents were strongly agreed that KOSPI hire employees from employment agencies/exchange offices. But 10% of respondents were disagreed and 8.1% of respondents strongly disagreed that KOSPI hire employees from employment agencies/exchange offices. The rest 28.7% of respondents were neutral that whether or not KOSPI hire employees from employment agencies/exchange offices, from this responses the researcher conclude that KOSPI hire employees from employment agencies/exchange offices.

According to table 4.6, statement 2 showed 27.5% of respondents were agreed that KOSPI uses educational institutions as an external source of recruitment. Also 13.1% of respondents were strongly agreed that KOSPI uses educational institutions as an external source of recruitment. But 23.8% of respondents were disagreed and 13.7% of respondents strongly disagreed that KOSPI uses educational institutions as an external source of recruitment. The rest 15.6% of respondents were neutral that whether or not KOSPI uses educational institutions as an external source of recruitment. This shows that KOSPI has a poor use of educational institutions as an external source of recruitment.

According to table 4.6, statement 3 showed 49.4% of respondents were agreed that KOSPI used to make recruitment for entry-level and skilled jobs from the labor market. Also 21.9% of respondents were strongly agreed that KOSPI used to make recruitment for entry-level and skilled jobs from the labor market. But 4.4% of respondents were disagreed that KOSPI used to make recruitment for entry-level and skilled jobs from the labor market. And also 1.8% of respondents were strongly disagreed that KOSPI used to make recruitment for entry-level and skilled jobs from the labor market. The rest 22.5% of respondents were neutral that whether KOSPI used to make

recruitment for entry-level and skilled jobs from the labor market or not. This indicates that KOSPI used to make recruitment for entry-level and skilled jobs from the labor market.

The mean value for the "External Sources of Recruitment" variable is 3.72. This indicates that on average, the respondents rated the external recruitment sources used by KOSPI plc as 3.72 on the scale used to measure this variable. A mean of 3.72 shows the overall perception of the external recruitment sources is slightly above the midpoint of the scale.

On average, the respondents have a slightly positive perception of the external recruitment sources used by KOSPI plc. However, the standard deviation of 0.891 shows there is more variation in the individual ratings compared to the previous variables.

This higher level of dispersion around the mean of 3.72 indicates that while the overall perception is slightly positive, there is less consistency in how the respondents view the external recruitment sources used by KOSPI plc. Some respondents may have more favorable opinions while others may be more critical.

4.7 External Methods of Recruitment

Table 4.6: External Methods of Recruitment

| NO | Statements | | Count (N) | N% | Mean | SD |
|----|--|-------------------|-----------|--------|------|-------|
| 1. | KOSPI uses a well-known and appropriate media to advertise open vacancies such as newspapers, internet, billboard, radio, television and others. | Strongly disagree | 12 | 7.4% | 3.68 | 1.251 |
| | | Disagree | 16 | 10.0% | | |
| | | Neutral | 38 | 23.8% | | |
| | | Agree | 39 | 24.4% | | |
| | | Strongly agree | 55 | 34.4% | | |
| | | Total | 160 | 100.0% | | |
| 2. | KOSPI place a notice on the notice board by specifying the details of the job available. | Strongly disagree | 13 | 8.1% | 3.93 | 1.117 |
| | | Disagree | 47 | 29.4% | | |
| | | Neutral | 55 | 34.4% | | |
| | | Agree | 27 | 16.9% | | |
| | | Strongly agree | 18 | 11.2% | | |
| | | Total | 160 | 100.0% | | |

| | | | | | | |
|-----------------------------------|--|-------------------|-----|--------|------|-------|
| 3. | KOSPI recruit employees through employment exchange or agencies. | Strongly disagree | 20 | 12.5% | 3.09 | 1.098 |
| | | Disagree | 19 | 11.9% | | |
| | | Neutral | 57 | 35.6% | | |
| | | Agree | 54 | 33.8% | | |
| | | Strongly agree | 10 | 6.3% | | |
| | | Total | 160 | 100.0% | | |
| 4. | KOSPI send its representative to educational institution to locate qualified candidates and stimulate them to apply for the job. | Strongly disagree | 3 | 1.9% | 3.13 | 0.680 |
| | | Disagree | 36 | 22.5% | | |
| | | Neutral | 102 | 63.7% | | |
| | | Agree | 16 | 10.0% | | |
| | | Strongly agree | 3 | 1.9% | | |
| | | Total | 160 | 100.0% | | |
| 5. | Current employees of KOSPI recommend their friends or relatives from outside for hard-to-find job skills | Strongly disagree | 16 | 10.0% | 3.56 | 1.159 |
| | | Disagree | 10 | 6.3% | | |
| | | Neutral | 32 | 20.0% | | |
| | | Agree | 73 | 45.6% | | |
| | | Strongly agree | 29 | 18.1% | | |
| | | Total | 160 | 100.0% | | |
| 6. | E-Recruitment is used by KOSPI to display their image and advantages over competitors. | Strongly disagree | 30 | 18.7% | 3.73 | 0.867 |
| | | Disagree | 32 | 20.0% | | |
| | | Neutral | 31 | 19.4% | | |
| | | Agree | 35 | 21.9% | | |
| | | Strongly agree | 32 | 20.0% | | |
| | | Total | 160 | 100.0% | | |
| Grand Mean and Standard Deviation | | | | | 3.52 | 1.03 |

Source: Field Survey (2023)

According to table 4.7, statement 1 showed 34.4% of respondents were strongly agreed that KOSPI uses a well-known and appropriate media to advertise open vacancies such as newspapers, internet, billboard, radio, television and others. And 24.4% of respondents were agreed that KOSPI uses a well-known and appropriate media to advertise open vacancies such as newspapers, internet,

billboard, radio, television and others. But 10% of respondents were strongly disagreed that KOSPI uses a well-known and appropriate media to advertise open vacancies such as newspapers, internet, billboard, radio, television and others. Also 7.4% of respondents were strongly disagreed that KOSPI uses a well-known and appropriate media to advertise open vacancies such as newspapers, internet, billboard, radio, television and others. The rest 23.8% of respondents were neutral that whether KOSPI uses or not a well-known and appropriate media to advertise open vacancies such as newspapers, internet, billboard, radio, television and others. This shows that majority of respondents agreed that KOSPI uses a well-known and appropriate media to advertise open vacancies such as newspapers, internet, billboard, radio, television and others.

According to table 4.7, statement 2 showed 16.9% of respondents were agreed that KOSPI place a notice on the notice board by specifying the details of the job available. Also 11.2% of respondents were strongly agreed that KOSPI place a notice on the notice board by specifying the details of the job available. But 8.1% of respondents were strongly disagreed and 29.4% of respondents were disagree that KOSPI place a notice on the notice board by specifying the details of the job available. The rest 34.4% of respondents were neutral that whether KOSPI place or not a notice on the notice board by specifying the details of the job available. This response indicate that KOSPI has a gap for posting jobs on the notice board by specifying the details of the job available.

According to table 4.7, statement 3 showed 33.8% of respondents were agreed that KOSPI recruit employees through employment exchange or agencies. Also 6.3% of respondents were strongly agreed that KOSPI recruit employees through employment exchange or agencies. But 12.5% of respondents were strongly disagreed that KOSPI recruit employees through employment exchange or agencies. Also 11.9% of respondents were disagreed that KOSPI recruit employees through employment exchange or agencies. The rest 35.6% of respondents were neutral that whether KOSPI recruit or not employees through employment exchange or agencies. This shows the majority of the respondents agreed that KOSPI recruit employees through employment exchange or agencies

According to table 4.7, statement 4 showed 63.7% of respondents were neutral that whether KOSPI send or not its representative to educational institution to locate qualified candidates and stimulate them to apply for the job. Also 22.5% of respondents were disagreed that KOSPI send its representative to educational institution to locate qualified candidates and stimulate them to apply

for the job. Also 1.9% of respondents were strongly agreed that KOSPI send its representative to educational institution to locate qualified candidates and stimulate them to apply for the job. But 10% of respondents were agreed that KOSPI send its representative to educational institution to locate qualified candidates and stimulate them to apply for the job. The rest 1.9% of respondents were strongly disagreed that KOSPI send its representative to educational institution to locate qualified candidates and stimulate them to apply for the job. This shows that majority of the respondents does not have awareness on KOSPI send its representative to educational institution to locate qualified candidates and stimulate them to apply for the job and also concluded that there is a poor practice in KOSPI for sending its representative to educational institution and locate qualified candidates and stimulate them to apply for the job.

According to table 4.7, statement 5 showed 45.6% of respondents were agreed that current employees of KOSPI recommend their friends or relatives from outside for hard-to-find job skills. Also 18.1% of respondents were strongly agreed that current employees of KOSPI recommend their friends or relatives from outside for hard-to-find job skills. But 10% of respondents were strongly disagreed that current employees of KOSPI recommend their friends or relatives from outside for hard-to-find job skills. And 6.3% of respondents were disagreed that current employees of KOSPI recommend their friends or relatives from outside for hard-to-find job skills. The rest 20% of respondents were neutral that whether current employees of KOSPI recommend or not their friends or relatives from outside for hard-to-find job skills. This indicate that majority of current employees of KOSPI recommend their friends or relatives from outside for hard-to-find job skills.

According to table 4.7, statement 6 showed 21.9% of respondents were agreed that E-Recruitment is used by KOSPI to display their image and advantages over competitors. Also 20.0% of respondents were strongly agreed that E-Recruitment is used by KOSPI to display their image and advantages over competitors. And 20.0% of respondents were disagreed and 18.7% of respondents were strongly disagreed that E-Recruitment is used by KOSPI to display their image and advantages over competitors. But 19.4% of respondents were neutral that whether E-Recruitment is used or not by KOSPI to display their image and advantages over competitors. This indicate that E-Recruitment is used by KOSPI to display their image and advantages over competitors but there was a limitation in using E- Recruitment.

On average, the respondents have a slightly positive perception of the external recruitment methods used by KOSPI plc. However, the standard deviation of 1.03 shows there is more variation in the individual ratings compared to the previous variables. The higher standard deviation of 1.03 indicates that there is less consistency in how the respondents view the external recruitment methods. Some respondents may have more favorable opinions while others may be more critical of these methods. Compared to the previous recruitment-related variables, the external recruitment methods have the lowest mean rating (3.52) and the highest standard deviation (1.03). This shows that this aspect of the recruitment and selection process at KOSPI plc has the most diverse range of opinions among the respondents.

4.8 Results of Process of Recruitment

Table 4.7: Process of Recruitment

| NO | Statement | | Count (N) | N % | Mean | SD |
|----|--|-------------------|-----------|--------|------|-------|
| 1. | KOSPI has a proper planning for recruitment process. | Strongly disagree | 6 | 3.8% | 3.68 | 0.935 |
| | | Disagree | 13 | 8.1% | | |
| | | Neutral | 29 | 18.1% | | |
| | | Agree | 91 | 56.9% | | |
| | | Strongly agree | 21 | 13.1% | | |
| | | Total | 160 | 100.0% | | |
| 2. | KOSPI develop an appropriate strategy for recruitment process. | Strongly disagree | 15 | 9.4% | 3.89 | 0.982 |
| | | Disagree | 19 | 11.9% | | |
| | | Neutral | 29 | 18.1% | | |
| | | Agree | 52 | 32.5% | | |
| | | Strongly agree | 45 | 28.1% | | |
| | | Total | 160 | 100.0% | | |
| 3. | KOSPI locate the source of recruitment to find the qualified candidates for the job position | Strongly disagree | 9 | 5.6% | 3.74 | 1.036 |
| | | Disagree | 11 | 6.8% | | |
| | | Neutral | 46 | 28.8% | | |
| | | Agree | 51 | 31.9% | | |
| | | Strongly agree | 43 | 26.9% | | |
| | | Total | 160 | 100.0% | | |

| | | | | | | |
|-----------------------------------|--|-------------------|-----|--------|------|-------|
| 4. | KOSPI attract qualified candidates to apply for job position. | Strongly disagree | 6 | 3.8% | 3.68 | 0.35 |
| | | Disagree | 13 | 8.1% | | |
| | | Neutral | 29 | 18.1% | | |
| | | Agree | 91 | 56.9% | | |
| | | Strongly agree | 21 | 13.1% | | |
| | | Total | 160 | 100.0% | | |
| 5. | KOSPI shortlist candidates' applications for further consideration. | Strongly Disagree | 10 | 6.3% | 3.66 | 0.959 |
| | | Disagree | 20 | 12.4% | | |
| | | Neutral | 40 | 25.0% | | |
| | | Agree | 55 | 34.4% | | |
| | | Strongly agree | 35 | 21.9% | | |
| | | Total | 160 | 100.0% | | |
| 6. | KOSPI evaluate and control the validity and effectiveness of the process as well as the cost involved in the recruiting process. | Strongly disagree | 35 | 21.8% | 3.24 | 1.400 |
| | | Disagree | 7 | 4.4% | | |
| | | Neutral | 31 | 19.4% | | |
| | | Agree | 58 | 36.3% | | |
| | | Strongly agree | 29 | 18.1% | | |
| | | Total | 160 | 100.0% | | |
| Grand Mean and Standard Deviation | | | | | 3.65 | 1.04 |

Source: Filed survey (2023)

According to table 4.8, statement 1 showed 56.9% of respondents were agreed that KOSPI has a proper planning for recruitment process. Also 13.1% of respondents were strongly agreed that KOSPI has a proper planning for recruitment process. And 8.1% of respondents were disagreed that KOSPI has a proper planning for recruitment process. Also 3.8% of respondents were strongly disagreed that KOSPI has a proper planning for recruitment process. The rest 18.1% of respondents were neutral that whether KOSPI has or not a proper planning for recruitment process. This shows the majority of respondents were agreed that KOSPI has a proper planning for recruitment process.

According to table 4.8, statement 2 showed 38.8% of respondents were agreed that KOSPI develop an appropriate strategy for recruitment process. And 31.3% of respondents were strongly agreed that KOSPI develop an appropriate strategy for recruitment process. But 11.8% of respondents were disagreed that KOSPI develop an appropriate strategy for recruitment process. The rest 18.1% of respondents were neutral that whether KOSPI develop or not an appropriate strategy for recruitment process. This response shows that KOSPI develop an appropriate strategy for recruitment process.

According to table 4.8, statement 3 showed 28.8% of respondents were neutral that whether KOSPI locate or not the source of recruitment to find the qualified candidates for the job position. Also 31.9% of respondents were agreed that KOSPI locate the source of recruitment to find the qualified candidates for the job position. And 26.9% of respondents were strongly agreed that KOSPI locate the source of recruitment to find the qualified candidates for the job position. Whereas 6.8% of respondents were disagreed, respectively. The rest 5.6% of respondents were strongly disagreed that KOSPI locate the source of recruitment to find the qualified candidates for the job position. This implies that majority of the respondents are not aware of whether KOSPI locate or not the source of recruitment to find the qualified candidates for the job position.

According to table 4.8, statement 4 showed 56.9% of respondents were agreed that KOSPI attract qualified candidates to apply for job position. Also 13.1% of respondents were strongly agreed that KOSPI attract qualified candidates to apply for job position. But 8.1% of respondents were disagreed that KOSPI attract qualified candidates to apply for job position. Also 3.8% of respondents were strongly disagreed that KOSPI attract qualified candidates to apply for job position. The rest 18.1% of respondents were neutral to the idea. The researcher conclude from the response that KOSPI attract qualified candidates to apply for job position.

According to table 4.8, statement 5 showed 34.4% of respondents were agreed that KOSPI shortlist candidates' applications for further consideration. And 21.9% of respondents were strongly agreed that KOSPI shortlist candidates' applications for further consideration. But 12.4% of respondents were disagreed and 6.3% of respondents were strongly disagreed that KOSPI shortlist candidates' applications for further consideration. The rest 31.3% of respondents were neutral that whether

KOSPI considers or not shortlist candidates' applications for further consideration. This shows that KOSPI shortlist candidates' applications for further consideration.

According to table 4.8, statement 6 showed 36.3% of respondents were agreed that KOSPI evaluate and control the validity and effectiveness of the process as well as the cost involved in the recruiting process. Also 18.1% of respondents were strongly agreed that KOSPI evaluate and control the validity and effectiveness of the process as well as the cost involved in the recruiting process. And 19.4% of respondents were neutral that whether KOSPI evaluate and control or not the validity and effectiveness of the process as well as the cost involved in the recruiting process. But 21.8% of respondents were strongly disagreed that KOSPI evaluate and control the validity and effectiveness of the process as well as the cost involved in the recruiting process. The rest 4.4% of respondents were disagreed that KOSPI evaluate and control the validity and effectiveness of the process as well as the cost involved in the recruiting process. This implies that KOSPI evaluate and control the validity and effectiveness of the process as well as the cost involved in the recruiting process.

Mean of 3.65 suggests the overall perception of the recruitment process is slightly above the midpoint of the scale. A standard deviation of 1.04 indicates there is moderate variability in the responses. The observations are dispersed to a moderate degree around the mean value of 3.65. The result shows that on average, the respondents have a slightly positive perception of the recruitment process at KOSPI plc. The standard deviation of 1.04 shows there is moderate variability in the individual ratings, indicating there is some consistency in how the respondents view the recruitment process.

4.9 Results of selection process

Table 4.8: Selection Process

| NO | Statements | | Count (N) | N % | Mean | SD |
|----|---|-------------------|-----------|--------|------|-------|
| 1. | The selection test assesses the suitability of candidates to the job. | Strongly disagree | 7 | 4.4% | 3.74 | 1.156 |
| | | Disagree | 27 | 16.8% | | |
| | | Neutral | 9 | 5.6% | | |
| | | Agree | 74 | 46.3% | | |
| | | Strongly agree | 43 | 26.9% | | |
| | | Total | 160 | 100.0% | | |

| | | | | | | |
|----|---|-------------------|-----|--------|------|-------|
| 2. | The selection test provides objective information about the candidate | Strongly disagree | 12 | 7.5% | 4.09 | 0.980 |
| | | Disagree | 18 | 11.2% | | |
| | | Neutral | 16 | 10.0% | | |
| | | Agree | 60 | 37.5% | | |
| | | Strongly agree | 54 | 33.8% | | |
| | | Total | 160 | 100.0% | | |
| 3. | The selection interview was made by face-to-face observation with candidates. | Strongly disagree | 12 | 7.5% | 4.41 | 1.112 |
| | | Disagree | 13 | 8.1% | | |
| | | Neutral | 7 | 4.4% | | |
| | | Agree | 33 | 20.6% | | |
| | | Strongly agree | 95 | 59.4% | | |
| | | Total | 160 | 100.0% | | |
| 4. | The selection interview was based on in-depth conversation to evaluate the candidate acceptability. | Strongly disagree | 6 | 3.8% | 4.21 | 1.054 |
| | | Disagree | 13 | 8.1% | | |
| | | Neutral | 20 | 12.5% | | |
| | | Agree | 58 | 36.2% | | |
| | | Strongly agree | 63 | 39.4% | | |
| | | Total | 160 | 100.0% | | |
| 5. | KOSPI conducts reference checking to determine the applicant knowledge, experience and character. | Strongly disagree | 6 | 3.7% | 3.99 | 1.084 |
| | | Disagree | 6 | 3.8% | | |
| | | Neutral | 40 | 25.0% | | |
| | | Agree | 39 | 24.4% | | |
| | | Strongly agree | 69 | 43.1% | | |
| | | Total | 160 | 100.0% | | |

| | | | | | | |
|-----------------------------------|---|-------------------|-----|--------|-------|-------|
| 6. | KOSPI require a medical certificate to screen out candidates with health and drug problems. | Strongly disagree | 9 | 5.6% | 3.95 | 1.268 |
| | | Disagree | 26 | 16.3% | | |
| | | Neutral | 11 | 6.8% | | |
| | | Agree | 54 | 33.8% | | |
| | | Strongly agree | 60 | 37.5% | | |
| | | Total | 160 | 100.0% | | |
| Grand Mean and Standard Deviation | | | | | 4.065 | 1.109 |

Source: Filed survey (2023)

According to table 4.9, statement 1 showed 46.3% of respondents were agreed that the selection test assesses the suitability of candidates to the job. It also showed 26.9% of respondents were strongly agreed that the selection test assesses the suitability of candidates to the job. But 16.8% of respondents were disagreed that the selection test assesses the suitability of candidates to the job. And 4.4% of respondents were strongly disagreed that the selection test assesses the suitability of candidates to the job. The rest 5.6% of respondents were neutral that whether the selection test assesses or not the suitability of candidates to the job. This shows that the selection test assesses the suitability of candidates to the job.

According to table 4.9, statement 2 showed 33.8% of respondents were strongly agreed that the selection test provides objective information about the candidate. Also 37.5% of respondents were agreed that the selection test provides objective information about the candidate. About 11.2% of respondents were disagreed and 7.5% of respondents strongly disagreed that the selection test provides objective information about the candidate. The rest 10% of respondents were having neutral to the idea. This implies that that the selection test provides objective information about the candidate.

According to table 4.9, statement 3 showed 59.4% of respondents were strongly agreed that the selection interview was made by face-to-face observation with candidates. Also 20.6% of respondents were agreed that the selection interview was made by face-to-face observation with candidates. About 7.5% of respondents were strongly disagreed and 8.1 of respondents were disagreed that the selection interview was made by face-to-face observation with candidates. The rest 4.4% of respondents were neutral. This response shows that majority of the respondents have face-to-face observation at the time of selection interview.

According to table 4.9, statement 4 showed 39.4% of respondents were strongly agreed that the selection interview was based on in-depth conversation to evaluate the candidate acceptability. Also 36.2% of respondents were agreed that the selection interview was based on in-depth conversation to evaluate the candidate acceptability. But 8.1% of respondents were disagreed and 3.8% of respondents were strongly disagreed that the selection interview was based on in-depth conversation to evaluate the candidate acceptability. That the selection interview was based on in-depth conversation to evaluate the candidate acceptability. The rest 12.5% of respondents were neutral. This response conducted that the selection interview was based on in-depth conversation to evaluate the candidate acceptability.

According to table 4.9, statement 5 showed 43.1% of respondents were strongly agreed that KOSPI conducts reference checking to determine the applicant knowledge, experience and character. Also 24.4% of respondents were agreed that KOSPI conducts reference checking to determine the applicant knowledge, experience and character. And 25% of respondents were neutral. But 3.8% of respondents were disagreed that KOSPI conducts reference checking to determine the applicant knowledge, experience and character. The rest 3.7% of respondents were strongly disagreed that KOSPI conducts reference checking to determine the applicant knowledge, experience and character. This show that KOSPI conducts reference checking to determine the applicant knowledge, experience and character.

According to table 4.9, statement 6 showed 37.5% of respondents were strongly agreed that KOSPI require a medical certificate to screen out candidates with health and drug problems. Also 33.8% of respondents were agreed that KOSPI require a medical certificate to screen out candidates with health and drug problems. About 16.3% of respondents were disagreed and 5.6% strongly disagree that KOSPI require a medical certificate to screen out candidates with health and drug problems. The rest 6.8% of respondents were neutral. This implies that KOSPI require a medical certificate to screen out candidates with health and drug problems.

On average, the respondents have a quite positive perception of the selection process at KOSPI plc. The mean rating of 4.065 is the highest among all the recruitment and selection-related variables examined. The standard deviation of 1.109 shows there is moderate variability in the individual ratings, indicating there is reasonable consistency in how the respondents view the selection process, albeit with some diversity of opinions.

4.10 Results of Hiring Decision

Table 4.9: Hiring Decision

| NO | Statements | | Count (N) | N% | Mean | SD |
|-----------------------------------|--|-------------------|-----------|--------|-------|-------|
| 1. | Hiring decision in KOSPI is made by the top manager | Strongly Disagree | 9 | 5.6% | 4.23 | 0.933 |
| | | Disagree | 12 | 7.5% | | |
| | | Neutral | 19 | 11.9% | | |
| | | Agree | 49 | 30.6% | | |
| | | Strongly agree | 71 | 44.4% | | |
| | | Total | 160 | 100.0% | | |
| 2. | Selection decision is made from candidates passing the hurdles of the selection process. | Strongly disagree | 6 | 3.7% | 4.26 | 0.892 |
| | | Disagree | 10 | 6.2% | | |
| | | Neutral | 12 | 7.5% | | |
| | | Agree | 66 | 41.3% | | |
| | | Strongly agree | 66 | 41.3% | | |
| | | Total | 160 | 100.0% | | |
| Grand Mean and Standard Deviation | | | | | 4.245 | 0.913 |

Source: Filed survey (2023)

According to table 4.10, statement 1 showed 44.4% of respondents were strongly agreed that hiring decision in KOSPI is made by the top manager. Also showed 30.6% of respondents were agreed that hiring decision in KOSPI is made by the top manager. About showed 7.5% of respondents were disagreed and 5.6% of respondents were strongly disagreed that hiring decision in KOSPI is made by the top manager. The rest showed 11.9% of respondents had neutral idea. This implies that the response shows hiring decision in KOSPI is made by the top manager.

According to table 4.10, statement 2 showed 41.3% of respondents were strongly agreed that selection decision is made from candidates passing the hurdles of the selection process. Also 41.3% of respondents were agreed that selection decision is made from candidates passing the hurdles of the selection process. About 3.7% of respondents were strongly disagreed and 6.2% of respondents were disagree that selection decision is made from candidates passing the hurdles of the selection process. The rest 7.5% of respondents were had neutral idea. This response conducts that selection decision is made from candidates passing the hurdles of the selection process.

On average, the respondents have a quite positive perception of the selection process at KOSPI plc. The mean rating of 4.245 is the highest among all the recruitment and selection-related variables examined. The standard deviation of 0.913 shows there is moderate variability in the individual ratings, indicating there is reasonable consistency in how the respondents view the selection process, albeit with some diversity of opinions.

4.11 Results of Placement and Orientation

Table 4.10: Placement and Orientation

| NO | Statement | | Count (N) | N % | Mean | SD |
|-----------------------------------|---|-------------------|-----------|--------|------|-------|
| 1. | Selected employees are given a first placement for a probation period. | Strongly disagree | 6 | 3.8% | 4.14 | 1.084 |
| | | Disagree | 13 | 8.1% | | |
| | | Neutral | 9 | 5.6% | | |
| | | Agree | 57 | 35.6% | | |
| | | Strongly agree | 75 | 46.9% | | |
| | | Total | 160 | 100.0% | | |
| 2. | The employee is given a permanent place if the performance is satisfactory during the probation period. | Strongly Disagree | 10 | 6.3% | 4.31 | 0.952 |
| | | Disagree | 12 | 7.5% | | |
| | | Neutral | 19 | 11.9% | | |
| | | Agree | 37 | 23.1% | | |
| | | Strongly agree | 82 | 51.2% | | |
| | | Total | 160 | 100.0% | | |
| 3. | KOSPI gives orientation for new employees to introduce the organization and its work environment. | Strongly disagree | 6 | 3.8% | 3.98 | 1.143 |
| | | Disagree | 13 | 8.1% | | |
| | | Neutral | 31 | 19.3% | | |
| | | Agree | 39 | 24.4% | | |
| | | Strongly agree | 71 | 44.4% | | |
| | | Total | 160 | 100.0% | | |
| Grand Mean and Standard Deviation | | | | | 4.14 | 0.962 |

Source: Filed survey (2023)

According to table 4.11, statement 1 showed 46.9% of respondents were strongly agreed that selected employees are given a first placement for a probation period. Also 35.6% of respondents were agreed that selected employees are given a first placement for a probation period. About 8.1% of respondents were disagreed that selected employees are given a first placement for a probation period. Also 3.8% of respondents were strongly disagreed that selected employees are given a first placement for a probation period. The rest 5.6% of respondents had neutral idea. This shows that selected employees are given a first placement for a probation period.

According to table 4.11, statement 2 showed 51.2% of respondents were strongly agreed that the employee is given a permanent place if the performance is satisfactory during the probation period. Also 23.1% of respondents were agreed that the employee is given a permanent place if the performance is satisfactory during the probation period. About 7.5% of respondents were disagreed and 6.3% of respondents were strongly disagreed that the employee is given a permanent place if the performance is satisfactory during the probation period. The rest 11.9% of respondents were had neutral idea. This implies that an employee is given a permanent place if the performance is satisfactory during the probation period.

According to table 4.11, statement 3 showed 44.4% of respondents were strongly agreed that KOSPI gives orientation for new employees to introduce the organization and its work environment. Also 24.4% of respondents were agreed that KOSPI gives orientation for new employees to introduce the organization and its work environment. About 3.8% and 8.1% of respondents were strongly disagreed and disagreed, respectively. The rest 19.3% of respondents were had neutral idea. This response conducted that KOSPI gives orientation for new employees to introduce the organization and its work environment.

On average, the respondents have a quite positive perception of the placement and orientation process at KOSPI plc. The mean rating of 4.14 is the second highest among all the recruitment and selection-related variables examined. The standard deviation of 0.962 shows there is moderately high variability in the individual ratings, indicating there is somewhat less consistency in how the respondents view the placement and orientation process compared to the previous variables.

4.12 Results of Challenges of Recruitment and Selection

Table 4.11: Challenges of Recruitment and Selection

| NO | Statements | | Count (N) | N % | Mean | SD |
|----|--|-------------------|-----------|--------|------|-------|
| 1. | The location of KOSPI makes applicants not to apply for open job position. | Strongly disagree | 35 | 21.9% | 3.19 | 1.518 |
| | | Disagree | 23 | 14.4% | | |
| | | Neutral | 22 | 13.8% | | |
| | | Agree | 37 | 23.1% | | |
| | | Strongly agree | 43 | 26.8% | | |
| | | Total | 160 | 100.0% | | |
| 2. | The budget assigned for the process puts KOSPI to delay on the recruitment and selection process. | Strongly disagree | 15 | 9.3% | 2.79 | 0.961 |
| | | Disagree | 39 | 24.4% | | |
| | | Neutral | 81 | 50.6% | | |
| | | Agree | 15 | 9.4% | | |
| | | Strongly agree | 10 | 6.3% | | |
| | | Total | 160 | 100.0% | | |
| 3. | The economic instability makes KOSPI to recruit fresh graduates with no experience because of the lack of qualified employees. | Strongly disagree | 42 | 26.3% | 2.13 | 0.970 |
| | | Disagree | 74 | 46.2% | | |
| | | Neutral | 32 | 20.0% | | |
| | | Agree | 6 | 3.7% | | |
| | | Strongly agree | 6 | 3.8% | | |
| | | Total | 160 | 100.0% | | |
| 4. | The ways educational institutions provide knowledge do not correspond with KOSPI working process. | Strongly disagree | 9 | 5.6% | 3.01 | 1.067 |
| | | Disagree | 53 | 33.1% | | |
| | | Neutral | 36 | 22.5% | | |
| | | Agree | 52 | 32.5% | | |
| | | Strongly agree | 10 | 6.3% | | |
| | | Total | 160 | 100.0% | | |

| | | | | | | |
|----|---|-------------------|-----|--------|------|-------|
| 5. | Top management of KOSPI takes advantage of their positions to recruit or select friends and relatives. | Strongly disagree | 15 | 9.4% | 2.56 | 1.026 |
| | | Disagree | 79 | 49.3% | | |
| | | Neutral | 37 | 23.1% | | |
| | | Agree | 19 | 11.9% | | |
| | | Strongly agree | 10 | 6.3% | | |
| | | Total | 160 | 100.0% | | |
| 6. | KOSPI have suffered from recruiting and selecting employees for a job position with fake qualification. | Strongly disagree | 41 | 25.5% | 2.58 | 1.216 |
| | | Disagree | 32 | 20.0% | | |
| | | Neutral | 50 | 31.3% | | |
| | | Agree | 27 | 16.9% | | |
| | | Strongly agree | 10 | 6.3% | | |
| | | Total | 160 | 100.0% | | |
| | | | | | 2.71 | 1.13 |

Source: Filed survey (2023)

According to table 4.12, statement 1 showed 26.8% of respondents were strongly agreed that the location of KOSPI makes applicants not to apply for open job position. Also 23.1% of respondents were agreed that the location of KOSPI makes applicants not to apply for open job position. About 21.9% of respondents were strongly disagreed that the location of KOSPI makes applicants not to apply for open job position. Also 14.4% of respondents were disagreed that the location of KOSPI makes applicants not to apply for open job position. The rest 13.8% of respondents were had neutral idea. This show that the geographical location of KOSPI affects applicants not to apply for open job position.

According to table 4.12 statement 2 showed 50.6% of respondents were neutral to that whether the budget assigned or not for the process puts KOSPI to delay on the recruitment and selection process. About 24.4% of respondents were disagreed that the budget assigned for the process puts KOSPI to delay on the recruitment and selection process. About 9.3% of respondents were strongly disagreed that the budget assigned for the process puts KOSPI to delay on the recruitment and selection process. Also 9.4% of respondents were agreed that the budget assigned for the process puts KOSPI to delay on the recruitment and selection process. The rest 6.3% of respondents were strongly agreed that the budget assigned for the process puts KOSPI to delay on the recruitment and selection process. This shows most of the respondents are not aware of the information and

some of them implies that the budget assigned for the process puts KOSPI to delay on the recruitment and selection process

According to table 4.12, statement 3 showed 46.2% of respondents were disagreed that the economic instability makes KOSPI to recruit fresh graduates with no experience because of the lack of qualified employees. Also 26.3% of respondents were strongly disagreed that the economic instability makes KOSPI to recruit fresh graduates with no experience because of the lack of qualified employees. About 20% of respondents were had neutral to the idea. Also 3.8% of respondents were strongly agreed that the economic instability makes KOSPI to recruit fresh graduates with no experience because of the lack of qualified employees. The rest 3.7% of respondents were agreed that the economic instability makes KOSPI to recruit fresh graduates with no experience because of the lack of qualified employees. This implies that the economic instability doesn't makes KOSPI to recruit fresh graduates with no experience because of the lack of qualified employees.

According to table 4.12, statement 4 showed 33.1% of respondents were disagreed that the ways educational institutions provide knowledge do not correspond with KOSPI working process. Also 5.6% of respondents were strongly disagreed that the ways educational institutions provide knowledge do not correspond with KOSPI working process. About 32.5% of respondents were agreed that the ways educational institutions provide knowledge do not correspond with KOSPI working process. Also 6.3% of respondents were strongly agreed that the ways educational institutions provide knowledge do not correspond with KOSPI working process. The rest 22.5% of respondents had neutral idea. This shows half of the respondents agree that the ways educational institutions provide knowledge do not correspond with KOSPI working process but half of the respondents disagree.

According to table 4.12, statement 5 showed 49.3% of respondents were disagreed that top management of KOSPI takes advantage of their positions to recruit or select friends and relatives. Also 9.4% of respondents were strongly disagreed that top management of KOSPI takes advantage of their positions to recruit or select friends and relatives. About 23.1% of respondents had neutral idea. Also 11.9% of respondents were agreed that top management of KOSPI takes advantage of their positions to recruit or select friends and relatives. The rest 6.3% of respondents were strongly

agreed that top management of KOSPI takes advantage of their positions to recruit or select friends and relatives. This shows that there is less nepotism and favoritism in the company.

According to table 4.12, statement 6 showed 31.3% of respondents were neutral that whether KOSPI have or not suffered from recruiting and selecting employees for a job position with fake qualification. Also 25.5% of respondents were strongly disagreed that KOSPI have suffered from recruiting and selecting employees for a job position with fake qualification. About 20% of respondents were disagreed that KOSPI have suffered from recruiting and selecting employees for a job position with fake qualification. Also 16.9% of respondents were agreed that KOSPI have suffered from recruiting and selecting employees for a job position with fake qualification. The rest 6.3% of respondents were strongly agreed that KOSPI have suffered from recruiting and selecting employees for a job position with fake qualification. This response conduct that there is both fake qualification and right qualification of employees in KOSPI and this shows that KOSPI have suffered from recruiting and selecting employees for a job position with fake qualification.

On average, the respondents perceive the challenges of the recruitment and selection process at KOSPI plc to be relatively low. The mean rating of 2.71 is below the midpoint, indicating an overall positive perception of the challenges faced. The standard deviation of 1.13 shows there is moderate variability in the individual ratings, suggesting a reasonable level of consistency in how the respondents view the challenges, though there is still some diversity of opinions.

CHAPTER FIVE

5. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter deals with the summary of major findings, discussion of the research findings and possible remedies for the problems identified in the current recruitment and selection practice of the organization. In addition, this chapter provides recommendations to improve the recruitment and selection practices and challenges, which will help the organization to improve in order to select the right and best candidates so that it can achieve its goal.

5.1 Summary of Major Findings

The following summary was made based on the result obtained in chapter four.

- The result showed that KOSPI has a clear policy and procedures for recruitment and selection process. This study also showed that the recruitment and selection policy support promotion with-in the organization. The recruitment and selection policy of KOSPI consider affirmative action and the recruitment and selection policy support selection-two-way process. But KOSPI may have clear budget for its recruitment and selection process in its policy but it was not implemented appropriately this puts the organization to delay on recruitment and selection process.
- KOSPI was followed the deliberate practice of recruiting employees from current employees of the organization. Also KOSPI announced job openings to all current employees. KOSPI utilized employee referrals to locate best-qualified candidates for the vacant job. The organization also search employees for a vacant position from human resource inventory by referring their information. The result showed that the practice of internal source of recruitment was good and encouraged.
- KOSPI hired employees from employment agencies/exchange offices as an external source of recruitment. Also, KOSPI used to make recruitment for entry-level and skilled jobs from the labor market. KOSPI practiced good external sources of recruitment. This enabled the organization to exploit potential and skilled employees by using different sources of external recruitment. But KOSPI was lack of using educational institutions as external source of recruitment.
- KOSPI uses a well-known and appropriate media to advertise open vacancies. But the result indicated that there was a gap existed for posting job on notice board. The other

method of recruitment was E-Recruitment which used by KOSPI to display their image and advantages over competitors. But the result showed there was a limitation in E-recruitment.

- KOSPI has a proper planning for recruitment process and develop an appropriate strategy for recruitment process. KOSPI attract qualified candidates to apply for job position. The process of recruitment was good and encouraged. But it requires attention.
- Generally speaking the selection process and hiring decision at KOSPI was good and appropriate to get qualified employees from the applicant. Hiring decision was made by the top manager.
- The selected employees were given a first placement for a probation period. The employee was given a permanent place if their performance was satisfactory during the probation period. Also KOSPI gave orientation for new employees to introduce the organization and its work environment.
- The major challenge faced by KOSPI to recruit applicants was the location facets. The result showed that the location was not favorable for employees. Another challenge faced by KOSPI was suffering from fake qualification.

5.2 Conclusions

According to the data collected from the questionnaire and interview the following conclusions were made

The overall recruitment and selection policy of KOSPI was not implemented appropriately. KOSPI followed the deliberate practice of recruiting from current employees of the organization and announced job openings to all current employees. The practice of internal source of recruitment was good and encouraged.

KOSPI practiced external sources of recruitment like agencies, and labor market. This enabled the organization to exploit potential and skilled employees by using different sources of external recruitment but there was a lack on using educational institutions as external source of recruitment.

KOSPI uses a well-known and appropriate media to advertise open vacancies. But the result indicated that there was a gap existed for posting job on notice board. This requires serious attention. Posting jobs should follow appropriate procedure and it required attention. The

other method of recruitment was E-Recruitment which used by KOSPI to display their image and advantages over competitors but it was not practiced appropriately.

Location was the major challenge of KOSPI. Fake qualification was also the other challenge at KOSPI which made the recruitment and selection process delay.

5.3 Recommendations

The following recommendations were made based on summary of findings and conclusions.

- KOSPI is recommended to revise its recruitment and selection policy and implement the stated budget properly in recruitment and selection process.
- To increase the awareness of potential applicants the administration needs to widen its horizon when the job vacancy created, by using different methods of recruitment in order to get a pool of applicants. The management should give serious attention. KOSPI was not used E-recruitment regularly. Therefore, it was better to use E-recruitment to reach many qualified and skilled employees.
- The management needs to put its decision to relocate its work environment. KOSPI should investigate the qualifications of its applicants and employees by collaborating ministry of education to cease fake qualification.
- In order to improve the performance of the organization the KOSPI should focus on proper recruitment and selection to assign the right person at the right position. Cultivate the HR expert's capacity through education, training, regular monitoring and follow up to develop and practicing the recruitment and selection from the view point of recruitment and selection principles.
- Before any recruitment and selection practices implementation job analysis to determine job description, job specification, and job evaluation. Through proper job analysis, organizations will be able to fix up the specific duties and responsibilities of every employee. Job analysis will help in determining skills and knowledge to be possessed by the employees to hold various positions. It will also facilitate in providing effective compensation packages to the employees.

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APPENDICES

Questionnaire (English)

ST. MARY’S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Appendix 1

Questionnaire to be filled by employees of KOSPE PLC

Dear Respondents:

I am a student of St. Mary University, School of Graduate Studies undertaking Master of business administration. As partial fulfillment of my study, I am conducting research project titled “Practices and challenges of recruitment and selection” using KOSPI PLC as a case study. This questionnaire is prepared for gathering essential data that helps the researcher to accomplish the study. Therefore you are kindly invited to fill the attached questionnaire thoughtfully and honestly. The information you give is used only for academic purpose and I would like to assure the confidentiality of your response Note that you are not required to write your name to safeguard your privacy.

In advance I would like to thank you for your cooperation.

Section-A: Demographic Information of the respondents

Please put a tick mark “✓” in the box of your choice.

| | | | | | |
|-------------------------------------|---|------------------------------------|------------------------------------|--------------------------------------|---------------------------------------|
| 1. Gender | 1) Male <input type="checkbox"/> | 2) Female <input type="checkbox"/> | | | |
| 2. Age group | 1) 18-28 <input type="checkbox"/> | 2) 29-38 <input type="checkbox"/> | 3) 39-48 <input type="checkbox"/> | 4) Above 48 <input type="checkbox"/> | |
| 3. Educational Background | 1) Under High School <input type="checkbox"/> | 2) TVET <input type="checkbox"/> | 3) Degree <input type="checkbox"/> | 4) Masters <input type="checkbox"/> | 5) PhD above <input type="checkbox"/> |
| 4. Work Experience in KOSPI (years) | 1) 1-5 <input type="checkbox"/> | 2) 6-10 <input type="checkbox"/> | 3) 11-15 <input type="checkbox"/> | 4) Above 15 <input type="checkbox"/> | |

Section-B: Opinions about the practices and challenges of recruitment and selection of KOSPI, Gelan plant.

Please make tick “✓” in the scale which expresses your opinion towards the statements. State your opinion by using the following scale 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree. Please make tick “✓” on only one option.

A. Recruitment and selection policy

| NO | Statements | Scale | | | | |
|----|---|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1. | KOSPI has a clear policy and procedures for recruitment and selection process. | | | | | |
| 2. | KOSPI assigns a clear budget for its recruitment and selection process in its policy. | | | | | |
| 3. | The recruitment and selection policy support promotion with-in the organization. | | | | | |
| 4. | The recruitment and selection policy of KOSPI consider affirmative action. | | | | | |
| 5. | The recruitment and selection policy of KOSPI support selection-two-way process. | | | | | |
| 6. | The policy shows how recruitment and selection are linked with the organization HRP. | | | | | |

B. Internal sources and methods of recruitment

Internal sources of recruitment

| NO | Statements | Scale | | | | |
|----|---|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | Employees of the organization | | | | | |
| 1. | KOSPI follows the deliberate practice of recruiting from current employees of the organization. | | | | | |

Internal methods of recruitment

| Job posting | | | | | | |
|--------------------------|--|--|--|--|--|--|
| 1. | KOSPI announce job openings to all current employees. | | | | | |
| Employee referral | | | | | | |
| 2. | KOSPI utilized employee referrals to locate best-qualified candidates for the vacant job. | | | | | |
| Human resource inventory | | | | | | |
| 3. | KOSPI search employees for a vacant position from human resource inventory by referring their information. | | | | | |

C. External sources and methods of recruitment

External source of recruitment

| NO | Statements | Scale | | | | |
|------------------------------|--|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| Employment exchange/Agencies | | | | | | |
| 1. | KOSPI hire employees from employment agencies/exchange offices. | | | | | |
| Educational institutions | | | | | | |
| 2. | KOSPI uses educational institutions as an external source of recruitment. | | | | | |
| Labor market | | | | | | |
| 3. | KOSPI used to make recruitment for entry-level and skilled jobs from the labor market. | | | | | |

External methods of recruitment

| NO | Statements | Scale | | | | |
|----|--|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | Advertising | | | | | |
| 1. | KOSPI uses a well-known and appropriate media to advertise open vacancies such as newspapers, internet, billboard, radio, television and others. | | | | | |
| | Notice board | | | | | |
| 2. | KOSPI place a notice on the notice board by specifying the details of the job available. | | | | | |
| | Employment exchange/Agencies | | | | | |
| 3. | KOSPI recruit employees through employment exchange or agencies. | | | | | |
| | Educational institution placement | | | | | |
| 4. | KOSPI send its representative to educational institution to locate qualified candidates and stimulate them to apply for the job. | | | | | |
| | Word of mouth recruiting | | | | | |
| 5. | Current employees of KOSPI recommend their friends or relatives from outside for hard-to-find job skills. | | | | | |
| | E-recruitment | | | | | |
| 6. | E-Recruitment is used by KOSPI to display their image and advantages over competitors. | | | | | |

D. Process of recruitment

| NO | Statements | Scale | | | | |
|----|--|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | Recruitment planning | | | | | |
| 1. | KOSPI has a proper planning for recruitment process. | | | | | |
| | Recruitment strategy | | | | | |
| 2. | KOSPI develop an appropriate strategy for recruitment process. | | | | | |
| | Candidate searching | | | | | |
| 3. | KOSPI locate the source of recruitment to find the qualified candidates for the job position. | | | | | |
| 4. | KOSPI attract qualified candidates to apply for job position. | | | | | |
| | Screening | | | | | |
| 5. | KOSPI shortlist candidates' applications for further consideration. | | | | | |
| | Evaluation and control | | | | | |
| 6. | KOSPI evaluate and control the validity and effectiveness of the process as well as the cost involved in the recruiting process. | | | | | |

E. Selection process and hiring decision

Process of selection

| NO | Statements | Scale | | | | |
|----|--|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | Selection test | | | | | |
| 1. | The selection test assesses the suitability of candidates to the job. | | | | | |
| 2. | The selection test provides objective information about the candidate. | | | | | |
| | Selection interview | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 3. | The selection interview was made by face-to-face observation with candidates. | | | | | |
| 4. | The selection interview was based on in-depth conversation to evaluate the candidate acceptability. | | | | | |
| | Reference checking | | | | | |
| 5. | KOSPI conducts reference checking to determine the applicant knowledge, experience and character. | | | | | |
| | Medical test | | | | | |
| 6. | KOSPI require a medical certificate to screen out candidates with health and drug problems. | | | | | |

Hiring decision

| NO | Statements | Scale | | | | |
|----|--|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 7. | Hiring decision in KOSPI is made by the top manager. | | | | | |
| 8. | Selection decision is made from candidates passing the hurdles of the selection process. | | | | | |

F. Placement and orientation

| NO | Statements | Scale | | | | |
|----|---|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | Placement | | | | | |
| 1. | Selected employees are given a first placement for a probation period. | | | | | |
| 2. | The employee is given a permanent place if the performance is satisfactory during the probation period. | | | | | |
| | Orientation | | | | | |
| 3. | KOSPI gives orientation for new employees to introduce the organization and its work environment. | | | | | |

G. Challenges of recruitment and selection of employees

| NO | Statements | Scale | | | | |
|----|--|-------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1. | The location of KOSPI makes applicants not to apply for open job position. | | | | | |
| 2. | The budget assigned for the process puts KOSPI to delay on the recruitment and selection process. | | | | | |
| 3. | The economic instability makes KOSPI to recruit fresh graduates with no experience because of the lack of qualified employees. | | | | | |
| 4. | The ways educational institutions provide knowledge do not correspond with KOSPI working process. | | | | | |
| 5. | Top management of KOSPI takes advantage of their positions to recruit or select friends and relatives. | | | | | |
| 6. | KOSPI have suffered from recruiting and selecting employees for a job position with fake qualification. | | | | | |

መጠይቅ

ቅድስተ ማሪያም ዩኒቨርስቲ

ድህረ ምረቃ ትምህርት ቤት

በኮስፒ (KOSPI PLC) ሠራተኞች የሚሞላ መጠይቅ

ውድ ምላሽ ሰጪ፡

የቅድስተ ማሪያም ዩኒቨርሲቲ የድህረ ምረቃ ትምህርት ቤት የንግድ አስተዳደር(Business administration) ተማሪ ነኝ ። ይህ ጥያቄ "የምልመላ እና የመመረጥ ልምዶች እና ፈተናዎች" በሚል ርዕስ የምርምር ፅሁፊ መረጃ ለመሰብሰብ የተዘጋጀ ነው። KOSPE PLCን እንደ ጉዳይ ጥናት ማድረጊያ በመጠቀም፣ የማስተር ዲግሪዬን በከፊል ለመፈፀም ነው። ስለዚህ የተያያዘውን ጥያቄ በታማኝነት እንድትሞሉ በትህትና ተጋብዛችኋል። የምትሰጡት መረጃ ለትምህርት ዓላማ ብቻ የሚውል ሲሆን እኔም በልብ ሙሉነት ላረጋግጥላችሁ እወዳለሁ። የእርስዎን ግላዊነት ለመጠበቅ ስምዎን መጻፍ አይጠበቅቦትም።

ሰለ ትብብርዎ በቅድሚያ ላመሰግናችሁ እወዳለሁ።

ክፍል-A የመላሾች መረጃ

እባክዎ በመረጡት ሳጥን ውስጥ “✓” የሚለውን ምልክት ያስቀምጡ.

| | | | | | |
|-----------------------------|--|---|-----------------------------------|--------------------------------------|---|
| 5. ምታ | 1)ወንድ <input type="checkbox"/> | 2) ሴት <input type="checkbox"/> | | | |
| 6. ዕድሜ | 1) 18-28 <input type="checkbox"/> | 2) 29-38 <input type="checkbox"/> | 3) 39-48 <input type="checkbox"/> | 4) above 48 <input type="checkbox"/> | |
| 7. የትምህርት ዝግጅት | 1) ከ2ኛ ደረጃ ት/ቤት በታች <input type="checkbox"/> | 2) ሙያና ቴክኒክ ት.ቤት <input type="checkbox"/> | 3) ድግሪ <input type="checkbox"/> | 4) ማስተርስ <input type="checkbox"/> | 5) ዶክተር እና በላይ <input type="checkbox"/> |
| 8. በKOSPE ያለ የስራ ልምድ (በዓመት) | 1) 1-5 <input type="checkbox"/> | 2) 6-10 <input type="checkbox"/> | 3) 11-15 <input type="checkbox"/> | 4) ከ15 በላይ <input type="checkbox"/> | |

ክፍል--B: ስለ KOSPI, የምልመላ እና ምርጫ ተግባራት እና ተፈታታኝ ሁኔታዎች አስተያየቶች።

እባካችሁ ስለ መግለጫዎቹ ያላችሁን አመለካከት በሚገልጽ መጠን “✓” አድርጉ። አስተያየታችሁን የሚከተለውን መለኪያ በመጠቀም አስቀምጡ 1 = በጥብቅ አልስማማም, 2 = አልስማማም, 3 = ገለልተኛ, 4 = እስማማለሁ, 5 = በጥብቅ እስማማለሁ። እባክዎን “✓” ምልክት ያድርጉ። በአንድ አማራጭ ላይ ብቻ።

E. የምልመላና ምርጫ ፖሊሲ

| # | መግለጫዎች | መለኪያ | | | | |
|-----|--|------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 7. | KOSPI ለምልመላ እና ምርጫ ሂደት ግልጽ የሆነ ፖሊሲ እና አሰራር አለው | | | | | |
| 8. | ኮስፒ በፖሊሲው ውስጥ ለምልመላና ምርጫ ሂደቱ ግልጽ የሆነ በጀት ይመድባል | | | | | |
| 9. | የምልመላ እና የመምረጫ ፖሊሲው በድርጅቱ ውስጥ ላሉ እድገትን ይደግፋል | | | | | |
| 10. | የKOSPI የምልመላ እና ምርጫ ፖሊሲ ልዩ ድጋፍን ግምት ውስጥ ያስገባ ነው | | | | | |
| 11. | የ KOSPI የምልመላ እና ምርጫ ፖሊሲ ሁለት-መንገድ ሂደትን ይደግፋል | | | | | |
| 12. | ፖሊሲው የምልመላ እና ምርጫ ከድርጅት የሰው ሀይል አስተዳደር ጋር የተገናኘ ነው | | | | | |

F. የውስጥ ምንጮች እና የምልመላ ዘዴዎች

| # | መግለጫዎች | መለኪያ | | | | |
|----|--|------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | የድርጅቱ ሠራተኞች | | | | | |
| 1. | ኮስፒ በአሁኑ ጊዜ ከድርጅቱ ሠራተኞች ሆነ ብሎ የመመልመል ልማድ ይከተላል ። | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| | የስራ ማስታወቂያ | | | | | |
| 1. | KOSPI ለሁሉም ሰራተኞች ክፍት የስራ ቦታ መኖሩን ይፋ ያደርጋል | | | | | |
| | የሰራተኞች ሪፈራል | | | | | |
| 2. | ከስፒ ክፍት ለሆነ ሥራ የተሻለ ብቃት ያላቸው እጩዎችን ለማግኘት የሠራተኞችን ሪፈራል ይጠቀማል። | | | | | |
| | የሰው ሀብት ቆጠራ | | | | | |
| 3. | የከስፒ ለክፍት የስራ ቦታ ሠራተኞች ከሰው ሀብት ቆጠራ ለማግኘት መረጃ ይሰበስባል። | | | | | |

G. ውጫዊ ምንጮች እና የምልመላ ዘዴዎች

የውጫ የምልመላ ምንጭ

| # | መግለጫዎች | መለኪያ | | | | |
|----|---|------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | የሰራተኛ ልውውጥ/ በኤጀንሲዎች | | | | | |
| 7. | ከስፒ ከስራ ድርጅቶች ቢሮዎች ሠራተኞችን ይቀጥራል | | | | | |
| | የትምህርት ተቋማት | | | | | |
| 8. | ከስፒ የትምህርት ተቋማትን እንደ ውጫ የምልመላ ምንጭ ይጠቀማል | | | | | |
| | የሰራተኛ ገበያ | | | | | |
| 9. | ከስፒ ከሠራተኞች ገበያን ወደ ውስጥ ስራ ለማስገባትና ጥሩ ችሎታ ላላቸው ሥራዎች ለመመልመል ይጠቀማል | | | | | |

የውጭ መመልመያ ዘዴዎች

| # | መግለጫዎች | መለኪያ | | | | |
|-----|---|------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | ማስታወቂያ | | | | | |
| 1. | ከስፒ እንደ ጋዜጣ፣ ኢንተርኔት፣ ማስታወቂያ ሰሌዳ፣ ሬዲዮ፣ ቴሌቪዥን እና ሌሎች ማስታወቂያዎችን ተጠቅሞ ክፍት የስራ ቦታዎችን ለማስተዋወቅ የታወቀና ተገቢ የሆነ ሚዲያ ይጠቀማል | | | | | |
| | የማስታወቂያ ሰሌዳ | | | | | |
| 2. | ከስፒ የሚገኝበትን ሥራ በዝርዝር በመግለጽ ማስታወቂያ ሰሌዳ ላይ ያስቀምጣል | | | | | |
| | የሰራተኛ ልውውጥ/ድርጅቶች | | | | | |
| 3. | ከስፒ በሰራተኛ ልውውጥ ወይም ድርጅቶች አማካኝነት ሠራተኞችን ይመለምላል | | | | | |
| | የትምህርት ተቋማት ምደባ | | | | | |
| 10. | ከስፒ ተወካዩን ወደ ትምህርት ተቋም በመላክ ብቃት ያላቸውን እጩዎች ለማግኘት እና ለስራው እንዲያመለክቱ ለማነሳሳት ይሰራል | | | | | |
| | የቃል ምልመላ | | | | | |
| 11. | በአሁኑ ጊዜ ያሉ የከስፒ ሠራተኞች ከውጪ የሚመጡ ጓደኞቻቸውን ወይም ዘመዶቻቸውን ከባድ የሥራ ችሎታ እንዲያዳብሩ ይመክራሉ። | | | | | |
| | ኢ-ምልመላ/ E-recruitment | | | | | |
| 12. | በKOSPI ከተፎካካሪዎቹ ይልቅ ተቀባይነቱን እና ጥቅሙን ለማሳየት ኢ-ምልመላ ይጠቀማል | | | | | |

H. የምልመላ ሂደት

| # | መግለጫዎች | መለኪያ | | | | |
|----|---|------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | የምልመላ ዕቅድ | | | | | |
| 1. | ኮስፒ ለምልመላ ሂደት ትክክለኛ እቅድ አለው | | | | | |
| | የምልመላ ስልት | | | | | |
| 2. | KOSPI ለምልመላ ሂደት ተስማሚ ስትራቴጂ አዘጋጅቷል | | | | | |
| | የእጩ ፍለጋ | | | | | |
| 3. | ኮስፒ ለሥራው ብቃት ያላቸውን እጩዎች ለማግኘት የመመልመያ ቦታ ይወስናል | | | | | |
| 4. | ኮስፒ ለክፍት የሥራ ቦታ ብቃት ያላቸውን እጩዎች ለማግኘት ይስባል | | | | | |
| | ምርመራ | | | | | |
| 5. | የKOSPI የአጭር ዝርዝር እጩዎች ማመልከቻ ለተጨማሪ ጊዜ መጠባበቂያ ይይዛል | | | | | |
| | ግምገማ እና ቁጥጥር | | | | | |
| 4. | KOSPI የምልመላ የሂደቱን ትክክለኛነት እና ውጤታማነት እንዲሁም በምልመላ ሂደቱ ውስጥ ያለውን ወጪ ይገመገማል ይቆጣጠራል | | | | | |

H. የመምረጥ ሂደት እና የቅጥር ውሳኔ

የመምረጥ ሂደት

| # | መግለጫዎች | መለኪያ | | | | |
|----|--|------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | የመረጣ ሙከራ | | | | | |
| 1. | የመምረጫ ምርመራው እጩዎች ለሥራው ተስማሚ መሆኑን ይገመገማል | | | | | |

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|----|--|--|--|--|--|--|
| 2. | የመምረጫ ምርመራው ስለ እጩው ትክክለኛ መረጃ ይሰጣል | | | | | |
| | የምርጫ ቃለ-መጠይቅ | | | | | |
| 3. | የምርጫው ቃለ መጠይቅ ከእጩዎች ጋር ፊት ለፊት በታዛቢነት የተደረገ ነው | | | | | |
| 4. | የምርጫው ቃለ መጠይቅ የዕጩውን ተቀባይነት ለመገምገም ጥልቀት ባለው ውይይት ላይ የተመሰረተ ነው | | | | | |
| | የማመሳከሪያ ምርመራ | | | | | |
| 5. | KOSPI አመልካቾችን እውቀት፣ ልምድ እና ባህሪ ለማወቅ የማመሳከሪያ ምርመራ ይጠቀማል | | | | | |
| | የህክምና ምርመራ | | | | | |
| 6. | ከስፒ የጤናና የአደንዛዥ ዕፅ ችግር ያለባቸውን ዕጩዎች ለማወቅ የሕክምና የምሥክር ወረቀት ይጠይቃል | | | | | |

የቅጥር ውሳኔ

| # | መግለጫዎች | መለኪያ | | | | |
|----|---|------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 1. | በKOSPI ውስጥ የቅጥር ውሳኔ የሚሰጠው በከፍተኛ ሥራ አስኪያጅ ነው | | | | | |
| 2. | የምርጫ ሂደቱን ፈተና ካለፉ ዕጩዎች ምርጫ ውሳኔ ይደረጋል | | | | | |

ምደባ እና ገለፃ

| # | መግለጫዎች | መለኪያ | | | | |
|----|--------------------------------------|------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | ምደባ | | | | | |
| 1. | የተመረጡ ሠራተኞች የሙከራ ጊዜ የመጀመሪያ ቦታ ይሰጣቸዋል | | | | | |

| | | | | | | |
|----|---|--|--|--|--|--|
| 2. | ሰራተኛው በሙከራ ወቅት አፈጻጸሙ አጥጋቢ ከሆነ ቋሚ ቦታ ይሰጠዋል። | | | | | |
| | ገለፃ | | | | | |
| 3. | ኮስፒ ለአዳዲስ ሠራተኞች ድርጅቱንና የሥራ አካባቢውን እንዲያስተዋውቁ አቅጣጫ ይሰጣል | | | | | |

I. ሰራተኞችን የመመልመል እና የመምረጥ ተግዳሮቶች

| # | መግለጫዎች | መለኪያ | | | | |
|-----|--|------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| 7. | የKOSPI የስራ ቦታ አመልካቾች ለክፍት የሥራ ቦታ እንዳይመርጡት ያደርጋል | | | | | |
| 8. | ለምልመላ እና ለመምረጥ ሂደቱ የተመደበው በጀት KOSPI የምልመላ እና የመምረጫ ሂደቱን እንዲዘገይ ያደርጋል | | | | | |
| 9. | የኢኮኖሚ አለመረጋጋት ኮስፒ ብቃት ያላቸው ሠራተኞች ባለመኖራቸው ምክንያት ምንም ልምድ የሌላቸው አዲስ ተመራቂዎችን እንዲመለምሉ ያደርጋቸዋል | | | | | |
| 10. | የትምህርት ተቋማት ዕውቀት የሚሰጡበት መንገድ ከኮስፒ የሥራ ሂደት ጋር አይመሳሰልም | | | | | |
| 11. | የKOSPI ከፍተኛ አስተዳደር በስልጣናቸው ተጠቅመው ጓደኞቻቸውን እና ዘመዶቻቸውን ይመልማሉ ወይም ይመርጣሉ | | | | | |
| 12. | ኮስፒ የሐሰት ብቃት ያለው የሥራ ቦታ ለማግኘት ሠራተኞችን በመመልመልና በመምረጥ ተቸግሯል | | | | | |