



**St. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**PRACTICES AND CHALLENGES OF RECRUITMENT AND  
SELECTION: THE CASE OF ST. MARY'S UNIVERSITY**

**BY**

**MEKONNEN HAILU**

**JUNE, 2014**

**ADDIS ABABAETHIOPIA**

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## **List of Acronyms**

SMU: St. Mary's University

HRA: Human Resource Administration

HR: Human Resource

HRM: Human Resource Management

KSA: Knowledge, Skills, Attitudes

SGS: School of Graduate Study

TC: Testing Center

CODL: College of Open and Distance Learning

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## **ABSTRACT**

*The research focuses on the study of the practices and challenges of recruitment and selection at St. Mary's University. Recruitment and selection are the critical function of HRM that ensure the acquisition of best employees that enhance the competitiveness of an organization. The objectives of the study includes identifying the extent to which the recruitment and selection practice of St. Mary's University match to the HRM principles, the extent to which the university pursue its own policy, alternative recruitment methods considered and what challenges faced in relation to the process. To achieve these objectives stratified random sampling was used to distribute 92 questionnaires to employees of St. Mary's University where all were filled and returned. Interview was also conducted with HR staff of the university. Moreover, recruitment and selection policy of SMU was closely analyzed against the accepted practices of recruitment and selection. The data obtained through questionnaire were presented and analyzed using simple descriptive analysis such as frequency and percentage. The findings of the study illustrated the recruitment and selection practice and policy of St. Mary's university don't comprehensively fit to the accepted practice HRM. The university's recruiting body also do not strictly follow its own policy. Moreover, the recruitment and selection process are not effective that the detailed job specifications were not availed for applicants at recruitment stage and all the selection steps were not pursued. Furthermore, the recruitment process makes wrong expectations that are not met after selection. From these findings, the researcher recommended the university need to make further analysis of its recruitment practice and policy and make comprehensive amendment.*

**Key terms:** Recruitment, Selection, Policy ,Job Specification.



# CHAPTER ONE

## INTRODUCTION

This chapter is an introductory part of the whole study. It presents the background of the study, statement of the problem, research questions, objectives of the study, significance of the study, limitation of the study, scope of the study and organization of the study.

### 1.1. Background of the Study

Human resource is the most important entity that put an organization in a competitive advantage. The success and failure of an organization to large extent depends on the employees' knowledge, skills, attitudes and commitment. The acquisition of employees with the right ability and skills is primarily ensured by the proper implementation of recruitment and selection process. Through proper recruitment and selection organizations get and retain the right employees who achieve organizational goals. Bratton and Gold (2007) confirm that recruitment and selection are crucial practices in organizational process which help organizations achieve high performance and engage motivated staffs who like their job.

Robinson and Coulter (2012) suggest the significance of human resource planning that it ensures organizations have the required quantity and quality of employees. Human resource planning is an important management practice to decide whether recruitment and selection are required or not. In practice, there is no tradition of assessing future human resource need and develop a program to meet those future needs in most organization (Abebe,2012). But what calls for recruitment and selection is a situation where a position is vacant due to different reasons and the position needs immediate staffing (Torrington, 2005). Organizations are not also accustomed to undergo all the procedures of the recruitment and selection process. This is especially evident in most organizations in Ethiopian context. When it comes to private institutions the challenges of recruitment and selection process is stiffer where the private sectors have limited access to resources and subject to the employment laws and other regulations laid by the external body that is the government.

More specifically, recruitment and selection practices in private higher education institutions become most challenging to get employees with best qualities who contribute to the excellence of the institution.

According to Stredwick (2005) recruitment and selection are the most significant area for policy and practice to ensure that all sections of the community have equal opportunity for gaining employment and those decisions are not taken on merit alone. This is true that organizations cannot totally adhere to getting the most qualified candidates but they also consider their social responsibility by providing employment opportunity to the large society.

This research work focused on recruitment and selection practices and its challenges at SMU. SMU is a large private educational institution that is operating throughout Ethiopia in different programs at all levels of education. Currently, the university has educational program which include:

1. Regular Education Program – Undergraduate and Postgraduate programs
2. Open and Distance Learning –Undergraduate and postgraduate programs
3. General Secondary School -Regular and Distance mode.

Thus, SMU is such a big academic institution that practices recruitment and selection process pervasively for all these programs under various internal and external constraints. The centralized Human Resource Office is constantly engaged in recruiting and selecting people for different posts such as professors, instructors, teachers, editors, tutors, assessors, center coordinators and other administrative staffs. All these positions need candidates with the right knowledge, skills and attitude that a particular academic/administrative position demands. So, it would be a challenging task for the HR Office and other managers to administer all the recruitment and selection processes and place the right employee. Thus, this research attempted to overview the practices and challenges of recruitment and selection at SMU and suggest the accepted practices that enhance better recruitment and selection practices.

## **1.2. Statement of the Problem**

Effective recruitment and selection process is the core HR function that ensures acquisition of capable workers. Recruiting and selecting the right person would minimize cost, increase

performance, and put an organization in a position to achieve its key performance objectives. On the contrary, wrong selection leads to an extended training, decreased services or production.

Currently, SMU provides an employment opportunity for 988 employees where the term of employment is permanent for 849 workers, contract for 111 workers and part-time for 28 employees (HRA Statistical Data, 2013). HR staff in SMU is constantly engaged in selection and recruitment practices for open positions at different positions for the replacement of employees who quit their job. Accordingly, in 2012/13(October-August) academic year 200 workers were terminated and 309 were hired. In the same year 251 contracts were renewed, 85 promotions were made.

Similar trend was observed in first quarter of 2013/2014(October-December) academic calendar where 76 employees were terminated and 66 employees were hired. In the same academic year 58 contracts were renewed, 11 promotions were made and 31 part-timers were hired. This statistical figure shows HR department has never conducted HR planning which is essential to determine the type and number of human resource the work demands but constantly engaged in recruitment and selection throughout the year to fill the posts on the routine bases. In such an intense situation attracting and selecting the right person for the right job and at the right time is a challenge to HR staff of SMU.

Recruitment and selection are considered only when vacant positions exist. In SMU, the recruitment and selection process doesn't confirm individuals' knowledge, skills and attitudes with the job requirement as a result of which exists high turn-over, employee dissatisfaction and reduced performances in different instances. There is also a gap between the recruitment and selection practices of SMU and the standardized procedures forwarded by the scholars which make the challenges prevalent. Therefore, this research work examined the practices and challenges of recruitment and selection and recommended possible accepted practices.

### **1.3. Research Questions**

This research was conducted to examine the practices of recruitment and selection and identify its challenges at SMU. Consequently, the research tried to answer the following specific research question raised in the problem statement.

1. To what extent does the recruitment and selection policy of SMU match to the accepted HR practices?
2. How strict do the HR staff and other recruiting body follow the Recruitment and Selection policy of the University?
3. How effective is the recruitment and selection methods or/and techniques used by the University?
4. What alternative sources of recruitment does the HR department consider in order to attract as many candidates as possible?
5. What challenges are resulted in relation to recruitment and selection practices of SMU?

#### **1.4. Objectives of the Study**

This research has the following general and specific objectives.

##### **1.4.1. General Objective**

The general objective of the research was to find the extent to which the recruitment and selection policy of SMU fits to the accepted procedures and explore challenges encountered in the course of acquisition of best human power demanded.

##### **1.4.2. Specific Objectives**

The specific objectives of the research include:

1. Identifying the extent to which the recruitment and selection policy of SMU comply with the accepted recruitment and selection procedures.
2. Identifying the extent to which the HR staff and other recruiting body follow the Recruitment and Selection policy of the University strictly.
3. Identifying the appropriate alternative sources of recruitment for different posts.

4. Evaluating the effectiveness of recruitment and selection methods and techniques used by the University.
5. Discovering challenges that face in the recruitment and selection process.

### **1.5. Significance of the Study**

A survey of the existing literature shows no research has been made in SMU on the same topic. This research gap initiated the researcher to undertake this research work. Hence, this study has the following significances.

- ✚ The findings and recommendations help SMU to follow best recruitment and selection.
- ✚ The result also helps the HR staff and other recruiters to follow the better practice of recruitment and selection.
- ✚ The findings of the study also serves as a stepping stone for other researchers who are interested.

### **1.6. Scope of the Study**

To achieve the objectives of the study the research focuses on both the academic and administrative wings. Under both the academic and administrative wings employees in the College of Open and Distance Learning, School of Graduate Studies, Testing Center, Undergraduate Regular Program were chosen as the focus of the study. The study rule-out employees who work at lower and secondary schools of SMU. In short the scope of the study revolved around the recruitment and selection practice of SMU with reference to workers at higher educational program.

### **1.7. Limitation of the Study**

This research work has the following limitation. Due to shortage of time and financial capacity the researcher was forced to gather data from the main branch in Addis Ababa and fourteen regional coordinating centers. The research is also limited that the local researches done on SMU or other similar institutions were not discovered that the research couldn't start with the research gap in the area.

## **1.8. Definitions of Terms and Concepts**

Here are the operational definitions of key terms as they are used in this research work.

**Recruitment-** is the process of generating a pool of capable candidates to apply to an organization for employment (Bratton and Gold, 2007).

**Selection-** is the process by which recruiters follow specific instrument to choose a candidate from a pool of qualified applicants most likely to fit the position (Bratton and Gold, 2007).

**Human Resource (HR):** people in working environment gifted with the right ability, skills and attitudes (Bratton and Gold, 2007).

**Human Resource Management (HRM):** body of knowledge that encompass staffing, rewarding, employee development, employee maintenance, and employee relations (Bratton and Gold, 2007).

## **1.9. Organization of the Study**

The paper has been organized into five chapters. The first one deals with the background of the study, statement of the problem, significance, delimitation, limitation, organization of the study and definitions of key terms and abbreviations. The second chapter deals with review of the related literature that deals with theoretical framework of the accepted recruitment and selection practice. The third chapter focuses on the presentation of research design and methodology. The fourth chapter is the other major part where the recruitment and selection policy of SMU is analyzed data obtained through questionnaire and interview from employees and HR staff will be analyzed and interpreted .Finally, conclusion and recommendations are presented in the fifth chapter



## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

In any research undertaking it is important to review what has been done on the area of the study topic. In this section major recruitment and selection issues as presented by various scholars was reviewed. Accordingly, definitions of recruitment and selection, framework and process of recruitment and selection, major sources of recruitment and selection, and major factors that can impact the recruitment and selection practices are reviewed.

#### **2.1. Recruitment and Selection**

Recruitment and selection are two different activities of HRM, but they are highly interrelated. This is evident that best selection practice is always possible only after best recruitment practice. Bratton and Gold (2007, 139) defined recruitment and selection as follows:

*Recruitment is the process of generating a pool of capable candidates to apply to an organization for employment. Selection is the process by which managers and recruiters use specific instrument to choose a candidate from a pool of qualified applicants most likely to succeed the job(s), given management goals and legal environments are fulfilled.*

These definitions clearly elaborate recruitment and selection is inseparable that successful selection activities always start with proper practice of recruitment. This definition also suggests that selection is not a spontaneous practice, but it is planned activity to achieve organizational goal within a given legal provision. Evancevich(2004,210-217) also distinguishes recruitment and selection giving similar definitions:

*Recruitment is the set of activities an organization uses to attract job candidates who have the abilities and attitudes needed to help the organization achieve its objectives. ..Selection is the process by which an organization chooses the best candidates from a list of qualified applicants.*

This definition of recruitment and selection has the same tone with the former one. In simple terms recruitment is the process of attracting as many best applicants as possible and selection process is selecting the best potential employee from the best applicants.

Though recruitment is primarily crucial human resource activity with the central purpose of attracting suitable applicants for vacant posts, it also plays a strategic role as public-relations practices. It can help to creating a desirable public image as a good employer and equal opportunity employer among its publics to both successful and unsuccessful candidates alike;

and ensure that there is compliance with the growing legislation on discrimination (Stredwick, 2005). From the definitions it can be drawn that recruitment and selection are important part of organizational process that help institutions to achieve high performance and attract and retain motivated work force who like their job.

## **2.2. Recruitment and Selection Framework**

The need for recruitment and selection is first determined by the existence of the vacant position. According to Torrington et al. (2005) vacant posts in any organization can be created due to two reasons: one when employee leaves an organization, second when an organization undergoes expansion that creates new position. This is evident that recruitment and selection are considered when employees leave an organization or when new post is created. But human resource planning can also lead to a more successful organizations' recruitment and selection practices.

Once a vacant position is determined and need for recruitment is assured, recruiters need to know every detail about the job. Stredwick (2005) points out the major details that can serve as framework of recruitment and selection process are: investigating the nature of work and its key features which is carried out through the job analysis, agreeing on the means of utilizing job description, and persons specification or job specification, and deciding on the terms and conditions of the position.

Job description, job specification or persons' specification provides a framework not only at recruitment stage but also at the selection stage. Competency framework, for example, which is drawn from job analysis, serves crucial purpose in recruitment and selection.

## **2.3. Factors affecting Recruitment and Selection**

There are various internal and external factors that influence the practices of both recruitment and selection.

### **2.3.1. External Factors to the Recruitment and Selection Process**

There are various external factors of recruitment and selection that an organization is incapable to moderate but only attempt to comply with the prevailing situations. These factors include government policy and legislations, trade unions and labor market.

### **2.3.1.1. Government Policy and Legislations**

Nations have their own labor proclamations that directly or indirectly affect the recruitment and selection process. Ivancevich (2004), states that government regulations prohibiting discrimination in hiring and employment have direct impact on recruiting practices. This is also true that many states' constitution incorporate laws that prohibit discriminatory acts in terms of gender, age, disability and ethnicity. Related to government policies, there are political- social considerations that influence recruitment and selection. Mathis and Jackson (2006) also confirm that recruitment and selection are subject to legal requirements like equal employment law and regulation, responding to the protected class of the society (candidates with disabilities) with employment opportunity and pursue affirmative action. Ivancevich (2004) further identified factors that have direct effect on recruitment and selection. These include legal employment opportunity, human right legislation, and employment illegal aliens, discrimination based on sex, age, disability and privacy laws. In Ethiopia recruitment and selection processes are manifested in the labor proclamation 377/2003 which gives a provision of principles, rules and regulations that govern the worker-employer relationship from recruitment to termination.

### **2.3.1.2. Labor Market Condition**

This is one of the most important factors that determine the number and quality of applicants. As Ivancevich (2004) elaborates, when there is surplus labor in the market informal recruitment can attract enough applicants. But, where there is full (tight) employment in place a skillful and prolonged recruiting is mandatory to get an applicant who fulfils the expectation of the organization. Labor markets also significantly affect the selection process. Ivancevich adds that low rate of unemployment make selection very difficult but with high rate of unemployment selection would be different and easy. As it is illustrated by Cole (1997) organizations capability to fully exploit the labor market is in turn affected by other external factors such as government policy, new technology, education or training opportunity, population changes, trade union

attitudes, salary level, nature of competition for labor and level of economic activity. All these factors in their positive or negative aspects can make the labor market tight or easy.

### **2.3.2. Internal Factors**

Apart from the external factors, there are certain internal factors that influence the recruitment and selection process. These are factors that can be controlled by the organizations themselves. These are organizations image, recruitment policies, size of an organization, and cost of recruitment.

#### **2.3.2.1. The Image of the Organization**

The perception about the organization that is held by the general public has an impact on recruitment and selection process. Robins (1994), states that if the image of an organization is perceived to be low, the recruiting rate of an organization to attract large number of applicants will be low. He adds that low paying organizations are perceived negatively and attractive payment jobs of an organization bring about favorable image. Mathis and Jackson (2006), also suggest that continuous and intensive recruitment efforts have its purpose of image building in the market. They stresses the impact of organizational image with the fact that candidates will have pride in the brand name of an organization believing the organization performs better today and tomorrow. Organizations can extract the positive impact of their image through branding which might include making the internal and external public discuss favorable issues about the organization, high performance that ensures good place in future investment, let old employees re-turn back, sign up for job fair, etc... (Mathis and Jackson,2006) .In short, this process of employment branding help recruitment by making sure the firm will become employer of choice.

#### **2.3.2.2. Organizations Policies and Practices**

Different organization have their own HR polices and strategies that influence recruitment and selection process. One of the most important factors of this type, according to Ivancevich (2004), is internal recruitment and selection policy that is pursuing internal promotion. This implies many organizations recruit and select employees from outside the organizations for entry level position only. Although scholars suggest internal recruitment is better because existing employees know the organization better and fit the organizations' culture. But, Ivancevich

suggests that internal resourcing is not always good policy it makes organizations stable that it stay stagnant in its way. This two perspectives influence managers in recruitment and selection practices (2004).

Cole (1997) points out that organizations recruitment policy states whether advertising is external or internal, the need to reply to applicants with minimum delay, specify aim to aware potential candidates about the detailed job condition for all advertised jobs, states its aim to process all application with efficiency and courtesy, stresses search for best candidates based on their qualification, and ensures candidates are invited to interview will have fair chance to be heard. Eventually, organizations that do not undertake recruitment and selection based on predetermined policies and procedures will be affected by unnecessary costs of underperformance and high turnover.

### **2.3.2.3. Size of the Origination**

Size of an origination is an important internal factor that affects the recruitment and selection process of a firm. Robins (1994) explains that organization with large number of employees engaged in recruitment and selection activities more often than organizations with small number employees. This is also true that in organization with large number of employees management is constantly engaged in internal recruiting, selection of new entrants for various positions left vacant due to turnover and other involuntarily reasons.

### **2.3.2.4. Preferences of Recruit for Organization and Job**

The degree to which potential employees prefer a job can also affect recruitment and selection. According to Ivancevich (2004) as organizations have ideal specification of the recruits, so do recruits have a set of preferences for the jobs. This concept implies that recruitment and selection is two way process where the recruits have a chance to de-recruit or de-select themselves in the process.

## **2.4. Source and Method of Recruitment**

In this section the notion, importance and methods used in internal and external sourcing is reviewed.

### **2.4.1. Internal Sourcing**

Internal source means arranging or upgrading the person within the organization for the vacant position that exists. Torrington, et al.(2008) point out organizations advertise all vacancies publicly ,as a matter of course consider an internal candidates along with any one from outside the organization who applies. They also discuss many organizations prefer to invite application from internal candidate before they look to the external market for new staff. This is obvious that firms consider internal and external source on equal bases for certain posts and give priority for internal sourcing and then opt for external sourcing for other posts. Torrington, et al. (2008) , Stredwick (2005) discuss the benefits of internal resourcing that: it is less expensive than external advertising, internal candidates are more knowledgeable to take the new post's responsibilities and they are also more familiar with the organization cultures, rules, systems, and geography that they would find it easier to get familiar with the new position. They also add there is symmetry of information about the performance of the promoted candidate; it has also motivational value to both the candidates and exiting employees that they would follow the same footstep.

However, recruitment of employees may be secured with promotion based on experience, and this is likely to diminish the role of promotion, training and development and transfers. Because, promotions made without internal announcement with all the sudden may have also undesirable impact in de-motivating employees (Torrington, et al., 2008).They add that internal recruitment might have drawbacks in that it limits the availability of potential candidates which implies the best available candidate might not be considered; it also put the organization not at ease in complying with equal employment opportunity and diversification of workforce. Thus organizations that adhere internal recruitment need to be cautiously ensure fairness; transparency and accuracy in the selection process to avoid organizational politics resulted from bitterness, antipathy and low morale.

### **2.4. 2. Methods of Internal Sourcing**

Mathew and Jackson (2006), discusses various means of internal recruiting that gain certain advantages to the company over the external recruitment methods. The major internal recruiting methods include: job posting, employee referrals, human resource inventory (skills inventory), promotion and transfer, and former applicants.

Job posting and bidding: is a way of posting or circulating notices of new positions to employees giving them an opportunity to move to a better job within the organization. Job posting can be effective if jobs are posted before any external recruiting is done and the organization allow a reasonable time for present employees to check notices of available jobs before it considers external applicants. After the biddings are turned down the bidders need to get feedback about knowledge, skills, and abilities (KSAs) they need in order to improve their opportunities in the future.

Promotion and Transfer: is the other method to fill vacancies within the organization whenever possible. This means of internal recruiting is effective, but has some drawbacks that the candidate's performance on one job may not be a good predictor of performance on another, because different skills may be required on the new job.

Current Employee Referrals: is a method in which prominent and reliable current employee acquaint potential external applicant. This is one of the most effective means because capable candidates can be reached at low cost, enable to pool a large number of potential employees in large companies. Research studies have shown that new employees recruited through current employee referral had longer tenure with organizations than those from other recruiting sources (Andy Bargerstock and Hank Engel, 1998).

Former Employees: employees who left their work for higher education, other jobs and family cases may come back to fill the vacant positions on a part-time basis or recommend someone who would be interested in working for the company. Former employees might also be willing to return for a higher rate of pay and job sharing. The main advantage in hiring former employees is that their performance is known that there will be no risk.

Internal Recruiting Database: is a computerized internal applicant tracking systems, used to furnish a listing of the KSAs available for organizations. This is part of organizations' Human Resource Information System (HRIS) that deal with large number of applicants and job opening.



Software of this type allows employers to enter resumes and then sort the resumes by occupational fields, skills, areas of interests, and previous work histories.

### **2.4.3. External Resourcing**

External resourcing is the process of attracting potential employees from external market. Ivancevich (2004) notes when an organization has exhausted its internal supply of applicants it must turn to external sources to supplement its work force. This is the case where the HRP shows the demand is greater than the available human resource. External recruitment has its merits and demerits. The merits of external recruitments include: it helps to get better and qualified persons, it makes wider choice of persons of varied qualification available, it ensure selection of the candidates and thereby improve performance; the demerits of internal recruitment include: it may discourage and dissatisfy existing staff, it is costly, and the process of recruitment is lengthy and time consuming (Goitom, 2007). The entry of new employees is believed to bring new and different experience into play, it reduces the group of existing employees who always follow policies and procedures and resist new way of operation.

As a whole, institutions require to consider both internal and external recruitment with a careful analysis to determine whether their existing skills and experience will allow a prediction of future competent performance in the advertised position. There are a number of recruitment methods available for external recruitment. Torrington, et al. (2008), state that employees must select cost effective and appropriate method of recruitment methods which differ in appropriateness in different circumstances. The major methods of external recruitment are dealt with next.

### **2.4.4. Methods of External Recruitment**

Internal sources cannot always satisfy the demand of organizations' human power producing sufficiently acceptable candidates for jobs. Consequently, methods of external recruitment like media advertising, employment agencies, e-recruitment, college recruitment, referrals, walk-ins, etc. have to be employed to ensure effective external recruitment.

#### **2.4.4.1. Media advertisement**

These days job advertisement is the dominant tool of attracting external recruits. Robbins (1994) states about advertisement, that it is an announcement communication to all public that a position in a company is open. Recruitment advertisement is usually prepared by advertising agencies. In addition to attracting applicants, advertisement manifests the values, ethos, and desired image of organization. Bratton and Gold (2007), state that the utilitarian approach that advertise job opening to create the good image about the organization has been shifted to recruitment advertisement that are really creative and reflect the skills, knowledge and ability the post demands.

The type of job advertisement also determines the type of advertising media. The higher the position in the organization the more specialized the skills or the less supply of resource in the market and the more likely wide advertisement to be dispersed but the ads for lower level job is usually confined to local newspaper (Robinson,1994). Any level of job advertisement is designed and placed with three basic objectives that it attract attention competing with other advertisement in the media, create and maintain interest communicating accurate information about the job and stimulate action sufficiently transmitting strong message to applicants.

#### **2.4.4.2. E-Recruitment**

E-recruitment has a revolutionary effect since most of the job seekers are dawn to internet to search. Torrington et al. (2008), Batton and Gold (2007) suggest different ways of internet recruitment. The first is when application is centered on employers' own website and the organizations manages the online recruitment by their own; secondly, there are recruitment agents that provide online job to the growing number of cyber agencies who combine the roles played by news paper and employment agencies. They also add that is has to be known that the internet is not always appropriate for all jobs and all candidates.

#### **2.4.4.3. Other External recruitment Method**

Other recruitment methods include personal contact (walk in), placement service, employment exchange, and on compass recruitment. The major methods as stated by Visconti (1992) in Abebaw(2012) will be summarized as follows.

- Employment agencies: Employment agencies recruit competent candidates when ordered by the company. They undertake the recruitment either from inventory or advertisement.
- Referrals from Current employee: In this case, current employees recommend potential candidates from outside the organization which is advantageous that it is quick and inexpensive. It should also these procedures that it provides feedback to employees about the status of the referral, provide reward for the referral and define who is eligible for incentive.
- Walk-in: this is when the prospective employees come for application on the bases of personal constant.

Former Employees: This involves re-recruiting applicants who have left the organization due to different reasons such as downsizing and alternative job.

## **2.5. Recruitment and Selection Process**

The process of recruitment and selection involves serious of activities that ensures the attraction of sufficient candidates and the acquisition of the right person(s). The process also incorporates other strategic HR activities like HR planning that also make the process of recruitment and selection effective and efficient Accordingly, relevant issues need to be considered in the process of recruitment and selection would be reviewed in this section.

### **2.5.1. Human Resource Planning**

Human resource planning is an integral part of a firm's strategic plan that helps to identify competitive advantages from human resources and used to assess the feasibility of various strategic alternatives, in terms of human resource capabilities (Greer, 2001). Mathis and Jackson (2006) explain HR planning, which is the process of analyzing and identifying the need for and availability of human resources so that the organization can meet its objectives. The key steps in the process of HR planning includes identifying the objectives of the organization and strategies, assessing external and internal HR sources and develop forecast to identify the balance between HR demand and supply thereby decision to be made so as to go for recruitment or look for other alternatives.

Concerning the responsibility of human resource planning, it is recommended to be participatory between line managers and HR specialists and this has greater strategic impact (Greer, 2001). This is true that more participation of HR staff, line managers and staff ensures the recognition of the HR plan which in turn facilitates the process of planning and implementation. Martin and David (1989) give two reasons for the requirement of balancing responsibilities between line managers and HR staff: the line manager knows what needs to be done and has control of the day-to-day assignments that allow real development to occur and human resource staff on the other hand pay consistent attention to the process.

Stredwick states the four main general objectives in developing an HRP as:

- Continuity flow: To get the right people in the right place at the right time with the necessary skills. This involves policies in respect of recruitment, succession planning and training.
- Maintenance: To retain the stability in the workforce through pay and benefits, and individual career planning.
- Response to change: To put into effect changes that come about from major operational strategies. These can involve relocation, retraining or redeployment.
- Control: To ensure that staff moves in the right direction through the establishment of standards, performance control systems and building long-term employee relationships (2005).

Here we can clearly see recruitment and selection process are an integral part of human resource practices that need to be planned with other HR system as one major component of implementation strategies of HRP is acquisition strategy.

### **2.5.2 Job Analysis**

According to Mathis and Jackson (2006) job analysis as one of the central human resource activities, is a systematic way to gather and analyze information about the content and human requirement of jobs, and the context in which jobs are performed. They further state information that can be gathered and analyzed in job analysis includes: work activities and behaviors, machines and equipment used for a particular job, interactions with others, working

conditions, performance standards, supervision given and received, financial and budgeting impact, and the knowledge, skills, and abilities needed for the job.

According to Robins and Coulter (2002) , the rationale behind job analysis is that it gives legal foundation for employers' recruiting and selection procedures, performance appraisal system, employee disciplinary actions, and pay practices. They also suggest job analysis done in the organization must be based on facts, data instead of being perceptions of managers, supervisors and employees.

Purpose of job analysis as depicted by Stredwick (2005) focuses on all processes of management that it is not only the starting point of recruitment and selection but it plays major role in the way employees are managed and motivated, it helps to establish how employee's training needs are analyzed and has a major input into the design of pay systems, especially the comparison of one employee's pay with another. Stredwick (2005) states situations that can initiate job analysis to occur. It can take place in a number of situations, where all are related to organizational change such as the case of merger or takeover, and the undertaking of new business imperatives ,job re-designed often with fewer employees, major expansions that takes place and many more staff are required for one or two posts. It is evident that job analysis is the crucial element of HR activities that ensures efficiency and effectiveness in recruitment and selection as well as other practices of HRM.

### **2.5.3. Job Description and Job Specification**

Job description is the result of job analysis, that managers use information from job analysis to develop or revise job descriptions. Robinson and Coulter (2002,) defines a job description as a written statement of what a job holder does, how it is done, and why it is done that typically describes job content, environment, and conditions of employment.

Stredwick(2005,123) discusses various purposes of job description as follow

*Job description is primarily drawn up for the purpose of recruitment, but also used for a number of other purposes that it is an integral part of the job evaluation process, where grading and salary decisions are taken on the basis of carefully formed job descriptions; they are also used as a basis for training programs, where training is focused on the elements of a job and how employees can perform better in their job; they are also key to the*

*performance management process where an employee is measured to a larger or smaller extent against the requirements of the job set out in the job description .*

A job specification sometimes called person specification is the minimum qualifications that a person must possess to perform a given job successfully where it identifies the knowledge, skills, and attitudes needed to do the job effectively (Robins and Coulter, 2002). Both the job description and specification are important documents when managers begin recruiting and selecting. Stredwick (2005) gives reasons why recruiters are interested in person specification. Firstly, it provides a situation for HR people and line managers to agree on the traits of the person who is likely to be successful. Secondly, it gives a chance for potential applicants to de-recruit themselves when the specifications are inculcated into advertising material, whereby it communicates the required traits to potential applicants. This helps to reduce the number of applications that are not fitting. Thirdly, the specification can be used as a selection parameter whereby a scientific and objective method can be used to select applicants for the short-list by means of measuring them for proximity to the specification.

In general job description and job specification are important for the successful recruitment and selection process to take place objectively and fairly. Since the job analysis and specifications are predetermined, recruiters are expected to match the best candidate that suits the post with minimized personal bias.

#### **2.5.4. Recruitment process**

Different scholars discuss recruitment process in slightly different stages but with similar notions. Accordingly, recruitment process can be seen and practiced under five interrelated stages: planning, strategic development, searching, evaluation and control.

Gatwood et al. (2008, 310), however, elaborate a four-step recruitment process:

- 1. Specify objectives: recruiters decide what number of potential employees with what quality (knowledge, skills and attitudes) are required.*
- 2. Describing a strategy to reach the objectives: sources of recruitment, sequence of activities, and geographical distribution of the labor market are outlined.*

3. *Management of recruitment: The management of recruitment consists of four components: recruitment sources, recruitment personnel, recruitment administration and recruitment content.*
4. *Determining the result and recruitment: This is the last stage where the number of people who applied and screened for the next selection is known. Their skills knowledge and attitudes are identified along with their number.*

Stredwick (2005) elaborates the four major recruitment stages that any organization need to follow. The first stage is about ensuring the recruitment policy exists as a bases for recruitment process. Recruitment policy is crucial for it defines organization's code of conduct and incorporates the rules to be followed and the standards to be reached on areas of internal sourcing, managing and processing applications with due speed, diligence and courtesy, and ensuring non discriminatory equal opportunity. He illustrates the second recruitment stages are deciding whether a vacancy exists or other alternative to seek. Before going for recruitment, it is essential to look for other alternatives: doing away with the post altogether provided the task add less value, automate the work if task can possibly be replaced with new technology, contract-out the work, re-organizing the work by separating different parts of the work, eliminating those that are unnecessary and job enrichment, re-organizing the hours for the staff to work overtime, convert the post to par-time position. The third stage is defining the details of the vacancy, including job analysis, job description and person specification and the fourth stage involves attracting the applicants through advertising and other methods. These are different stages of recruitment suggested by different scholars and it is important to be considered eclectically.

### **2.5.5. Selection Process**

Gatewood, Field and Barrick (2001) state that HR specialists and line managers must start with job analysis and identify relevant job specification, Knowledge, skills and attitudes; develop assessment devices and validate these assessment devices to be used before conducting selection process. This is important preliminary preparation that determines the effectiveness of the selection process. Stredwick (2005) viewed selection process as a two way process where the various stages of selection process provide information for decisions by both the employer and the potential employee. Recruiters need to know that candidates have the decisive role throughout the process and follow adequate procedure accordingly.

The selection process is a set of serious steps through which applicants pass. Stredwick (2005) put that selection is very much a process of deselecting, that is, gradually eliminating candidates until finally one is left on the list for a vacancy and sometimes there is nobody left on the list and the process has to be started again. The steps in the selection process are not universal. Different organizations can use some of the steps; but the difference is not significant.

### **2.6.5.1. Preliminary Screening**

According to Ivancevich (2004) preliminary screening is common practice in which recruiters ask candidates to fill in application forms and use the information to de-recruit certain applicants.

There are two approaches in this reduction process at preliminary screening. First, there is the screening approach where unsuitable applicants are rejected until only the required number of applicants for interview is left (Stredwick, 2005). Applicants may be rejected for lack of experience or qualifications but it is known for arbitrary decisions to be made involving the age, place of birth, handwriting or the inclusion of a photograph. Discrimination can also occur over the marital status, sex or ethnic background.

The second method is one of inclusion where each applicant is compared with the requirements set out in the person specification and given a score through a pre-set scoring system (Stredwick: 2008).

### **2.5.5.2. Preliminary Interview**

Preliminary interview is part of initial screening where applicants who do not meet the minimum requirements are eliminated. According to Mathis and Jackson (2006) preliminary screening a stage at which to determine the applicants meet the minimum qualification for the open job. The pre-employment screening may be in the form of interview or straight forward questions asked to inquire applicants express relevant experience in written form. This screening stage is good for both parties for it saves time wasted and also gives new direction to the job seeker.

### **2.5.5.3. Selection Tests**

Testing is an important device of screening employee for further selection. To select good employee literacy test, skills test, psychological measurement test and honesty test are the major categories of tests employed for different positions. There are so many types of tests divided into



such categories of measuring ability, aptitude, performance and personality.

Stredwick(2005,169) distinguishes between these categories of tests as follows:

*Ability tests are tests that measure a candidate's existing ability, both mental and physical. They measure verbal reasoning, numerical ability, sensory skills, spatial or mechanical ability and are related to the job. Aptitude tests also measures ability of the candidate to acquire the skills and knowledge necessary to perform the job. They can be set as strictly job- related tests. Personality tests are psychological questionnaire that are designed to measure the more permanent emotional tendencies of people that make up their personality.*

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.

#### **2.5.5.4. Reference Checking**

Reference checking is one important element which helps to get further information that verifies the accuracy and objectivity of applicants' credentials and claims. Managers should not believe all the applicants since there are good articulators who create opposite impression about self. Torrington et al. (2008) identified two kinds of information that recruiters need to inquire about potential employees. The first one is factual checking, which is straight forward confirmation of facts that the candidate has presented. The second is reference checking which refers to character of applicants where the prospective employer asks for opinion about the candidate.

#### **2.5.5.5. Selection Interview**

An interview is one of the most popular methods of employee selection which has been employed for centuries. There are different kinds of interview that are used in selection process. Ivancevich (2004) discusses structured and unstructured type of interview based on extent of preparation. He distinguish structured employment interview as the type that use pre -set structured questions and focuses on historical information about the applicant and how applicants respond to the future. Structured interview is preferable to assess applicants on similarly structured questions and ensures consistent assessments.

Stredwick (2005,181) explains other types of employment interview, based on number of participating interviewee and interviewers:

*There are three options for the interview format: One-to-one interviews, paired interviews, and panel interviews. Each should be used in specific situations. The decision as to whether the appropriate format is made by reaching a balance between two contrasting objectives. Firstly, the need for informality which gives opportunity for a frank exchange of views and information and, secondly, the need to include as many stakeholders involved as possible and work to a structured and objective agenda. Thirdly, there are serious questions to be answered in the area of equal opportunities where only having one interviewer greatly increases the chances of a discriminating viewpoint.*

According to this view HR specialists consider between these types of interview based on the level of formality and level of the position. For example, one-to-one-interview is used in less formal and where probing questions are forwarded. Panel interview on the other hand is more formal and procedural that it is used to select candidate for authoritative position.

### **I. Interviewing Technique**

Stredwick (2005) elaborates a number of essential principles that make up successful interview at preparation, operation and summation stages. At the preparation stage all relevant documents should be read, nature of measurement of Candidate should be agreed upon; division of interview time should be agreed. At operation stage open the interview with informal small talk, listen to the candidate giving chance to him/her in talking; ask the right question, and structure questions. And finally conclude the interview making the interviewee at ease.

#### **2.5.6. Selection Decision**

The final decision on selecting the preferred candidate should follow the same process that applies to short-listing. Only the candidates who match the 'essential' aspects of the person specification should be considered. It is far better to start the process again than take a serious risk in a potentially hazardous investment. If there is more than one candidate who meets all the criteria, then the final decision can be made by a number of ways. Generally, the decision is given to the line manager who will have to motivate, develop and manage the person concerned.

### **2.5.7. Medical Test**

After the decision has been made to extend the conditional job offer, the next step would involve medical test of an applicant. The purpose of medical test according to Mathis and Jackson (2006) is to determine whether an applicant is physically and mentally capable to perform the work. They added physical standards for job should be realistic and justifiable, and geared toward the job. Otherwise, recruiters may violate legal liabilities provided to protected group of the society.

### **2.5.8. Evaluation of Selection Process**

Although selection is complete, the process of acquisition is not complete. The recruitment and selection process need evaluation which may require a plan for improvements(Hobby,et.al,2004).They add the two basic reason of the process is the reason to know the candidates decision and to see the efficiency and effectiveness of the process of recruitment and selection. According to Stredwick (2005) evaluation of selection process takes place in two forms: judging how successful the selection process has been and examining the process based on the effectiveness of each stage. The time to decide that you have made the right selection depends on the level and type of the position. For a clerical position one can evaluate the effectiveness of the selection within few weeks, but for a managerial position it may take you more than a year to evaluate whether the right selection has been made. So, recruitment is a long-term process where constant evaluation is necessary which can considered as cyclical process.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

In this chapter the overall research design and methodology was explained. Hence, the type of research design, population, sample size and sampling techniques, data source, data analysis techniques and data gathering tools were presented in detail.

#### **3.1 Research Design**

According to Saunders et.al (2007) a research design is a general plan of how the research question that has been identified will be answered; it contains clear objectives derived from the research question, specify the sources from which data are to be collected and consider the constraints. This research paper is primarily aimed to examine the extent to which the recruitment and selection practice of SMU fits to the accepted procedures and processes and identify its challenges.

Consequently, the study employed a descriptive survey research which was used to describe the recruitment and selection practices and related challenges at SMU. This is relevant that it enabled the researcher to gather data from single population. Kothari (1985) stated descriptive research focuses on explaining the characteristics of a particular individual, group or a situation. Saunders et.al (2007) also say the object of descriptive research is ‘to portray an accurate profile

of persons, events or situations'. Thus, the objective and nature of this research relevantly fall under descriptive research design.

Besides, the research pursued both qualitative and quantitative research methods. This is also relevant that the research involved measurement of quantities where the responses of employees obtained through questionnaire was analyzed and interpreted quantitatively. Hence, the data secured through questionnaire are summated, tabulated and converted to percentage for interpretation. The research also deals with qualitative phenomena where issues like the analysis of recruitment and selection policies, challenges of recruitment and selection as responded in the interview are described and interpreted qualitatively.

## **3.2. Sample Size and Sampling Techniques**

In most cases it is impracticable for a researcher to collect data from the entire population that it is necessary to take sample through appropriate sampling techniques. A good sampling design is achieved by representative sample, which also results in small sampling error, viable in the context of available fund and result of sample study can be applied to the total population (Kothari:1985). Keeping this principle in mind, the researcher has designed the following sampling techniques.

### **3.2.1. Population**

The total populations of the study are employees of SMU who works in different parts of Ethiopia. There are 988 employees who work in SMU at different position throughout Ethiopia.

### **3.2.2. Sampling**

The researcher selected St. Mary's University for data source. Since the study focuses on the study of recruitment and selection it focuses on both primary and secondary data (recruitment and selection policy). Since it is impossible to get data from all employees the researcher selected sample from the total population using the following simplified formula suggested by Nasiurma (2000).

$$n = \frac{NC^2}{c^2 + (N-1)e^2}$$

Where, **n** is the sample size, **N** is the population; **C** (0.5) is the Coefficient of variation **e** (**0.05**) is the level of precision. Accordingly, the sample size for a total population of 988 is 91 where they were selected using stratified random sampling.

### 3.2.3. Sampling Techniques

Stratified sampling method was primarily used to draw respondents from the sample size. In a population constituted by heterogeneous group stratified sampling method is relevant to obtain representative sample (Kothari, 1985). First of all the researcher purposively stratified the population into two broader strata as academic and administrative group. Then each stratum is again purposively categorized into sub-strata as elaborated below. Then, using method of proportional allocation, size of the total sample (92) was kept proportional to each size of the strata. The sample size for each stratum can be calculated using the following simple formula;

$$N_i = n(S)/N, \quad \text{Where, } N_i = \text{size of sample from each strata}$$

$$n = \text{total sample size, } N = \text{total population}$$

Stratas	Sub-strata	Population in each stratum(S)	Sample of each stratum
Academic	Regular	136	13
	SGS	24	2
	TC	29	3
	CODL	31	3
	Total	220	21
Administrative	Regular	195	18

<b>Table 1: Number of population and sample taken from each</b>	SGS	15	1
	TC	10	1
	CODL(main)	278	26
	CODL(Center)	270	25
Total	768	71	

S= total number of population in each strata

Finally, the sample size for each stratum is selected using simple random techniques.

### 3.3. Source of Data

The source of data for this research work is employees of SMU. Both primary and secondary data were used where the primary data was secured using questionnaire and structured interview. The secondary data was also obtained from HR manuals and policies of SMU. The primary data were gathered from employees through questionnaire and the HR staff through a structured interview. Secondary data from HRM statistical data and recruitment and selection policy were referred.

### 3.4. Data Gathering Tools

To achieve the objective of this research, data was collected from documents such as recruitment and selection policy and the Human Resource Statistical data of SMU. Interview and questionnaire was also used to get primary data about recruitment and selection activities and other factors in the process. Both open ended and closed questionnaire are designed. Different kinds of closed questions such as listing, category, rating, and quantity; and open ended questions are included. The questionnaire checklists are adopted from the review of literature and other research works on the area of this research topic (Abebe, 2012). These questionnaires were distributed to employees where all are returned. An interview will also be conducted with HR

heads and personnel. This is also important to get qualitative data regarding the challenges of recruitment and selection and verify data secured using questionnaire.

### **3.5. Data Analysis Techniques**

Data gathered from employees through questionnaire were organized, tabulated and put in frequency and percent using SPSS version 20. The qualitative data obtained through interview was also interpreted in combination with the data secured by questionnaire. And finally documents such as recruitment and selection policy and regulations were used to supplement or counter check the analysis through interview and questionnaire.

### **3.6. Ethical Consideration**

This research work strictly adheres to the ethical principles with respect to the data used in the work. First, revisiting the literature all the ideas and concepts taken from other scholars are acknowledged. Secondly, the data obtained through questionnaire from employees also remain confidential as stated on the questionnaire. Moreover, the information secured through an interview with the HR staff was only used for the purpose of the research and the recording or the written notes will not pass to the third party at any circumstances.



## **CHAPTER FOUR**

### **DATA ANALYSIS AND INTERPRETATION**

This chapter deals with data presentation, analysis and interpretation. Thus, demographic characteristics of the respondents and data obtained on the practices and challenges of recruitment and selection was presented and interpreted. The data obtained from questionnaire and interview was treated in combination. In addition, the institution's recruitment and selection policy would be analyzed with reference to the best practices and integrated with the analysis of questionnaire and interview data.

#### **4.1. Demographic Characteristics of the Respondents**

It is pivotal to show the demographic characteristics of the respondents to show the position of the institution in the current social and legal framework. Mathis and Jackson (2006) suggest that demographic shifts are affecting HR operation that organizations need to adapt to the changing trend with respect to demographic issues like age, gender, education, etc. Thus, demographic diversity of respondents at SMU was revealed under here.

**Table 2. Respondents Demography**

No.	Item	Responses	Frequency	Percent (%)
1	Age	18-20	1	1.1
		21-30	38	41.3
		31-40	30	32.6
		41-50	13	14.1
		>50	10	10.9
		<b>Total</b>	<b>92</b>	<b>100.0</b>
2	Gender	Male	58	63.0
		Female	34	37.0
		<b>Total</b>	<b>92</b>	<b>100.0</b>
3	Year of service	1-4	46	50.0
		5-9	36	39.1
		10-13	9	9.8
		>14	1	1.1
		<b>Total</b>	<b>92</b>	<b>100.0</b>
4	Education	MA degree	34	37.0
		Diploma	18	19.6
		First Degree	40	43.5
		<b>Total</b>	<b>92</b>	<b>100.0</b>
5	Job Category	Academic	21	23
		Administrative	71	77
		<b>Total</b>	<b>92</b>	<b>100</b>

Own Survey 2014

Table Two shows 41% (38) of respondents belong to the age category of 21-30 and 32.6% (30) of the respondents aged between 31-40 years. Respondents who aged more than 41 constitute only 25%. The majority of the respondents (69%) were between the age of 18 and 40. The

majority of the respondents were constituted by young age employees which indicates the demographic shift at SMU inclined to the young age. This in turn entails the HR department encounter a challenge in recruiting and staffing young employees who have capabilities and ethics that characterize lifelong experienced older work force (Mathis and Jackson, 2006).The HR department also need to consider flexible and part time staffing.

The table also depicts 63% (58) of the respondents were male while 37% (34) of them were female. Here the unequal number of male and women respondents at SMU was exhibited. Thus, the university need to ensure the equal employment between male and women.

Moreover, the table elaborates 50 % (46) of respondents served at SMU 1-4 years; 38 % (36) of them worked at SMU 5-9 years. However, only 11 % of the respondents worked at SMU for more than 10 years. Thus, this may indicate that the university is in short of the experienced work-force who worked longer.

Furthermore, the educational level of the respondent indicates 37% are MA holders, 43.5% are first degree holders and 19.6 % are diploma holders where 77% of the respondents are from academic staff and 23 % are from administrative wing.

## 4.2. Principles of Recruitment and Selection

In this section responses obtained on the general consideration of recruitment and selection were presented and interpreted.

**Table 3: Recruitment and Selection Policy of SMU**

Statement	Responses	Frequenc y	Perce nt	Valid Percent	Cumulative Percent
SMU has clear policies and procedures of recruitment and selection.	Strongly Disagree	13	14.1	14.1	14.1
	Disagree	11	12.0	12.0	26.1
	Not Sure	36	39.1	39.1	65.2
	Agree	25	27.2	27.2	92.4
	Strongly Agree	7	7.6	7.6	100.0
	Total	92	100.0	100.0	

As it can be seen from the above table 14.1 %( 13) of respondents strongly disagree and 12 % (11) of them disagree SMU has clear recruitment and selection policy. On the other hand, 27% (25) of the respondents agree and 7.6 %( 7) strongly agree SMU has clear policy. In the middle, 39% of the respondents are not sure if SMU has clear recruitment and selection policy. So it can be concluded that the majority of the respondents are not

aware whether SMU has clear recruitment and selection policy. In an interview with the HR staff it was learned that SMU has clear policy which is revised and implemented since August HR staff it is learned that SMU has clear policy which is revised and implemented since August 2013. Thus, we can say SMU has recently revised policy, but the respondents are not well aware about. This implies the recruitment and selection policy was not well managed at SMU, that it can't play the role of Public Relations presenting a desirable internal and external image among both successful and unsuccessful candidates. It is also forwarded the HR department of SMU is always concerned with routine activities, that it couldn't do its recruitment and selection practices strategically. In relation to this the job analysis has not been conducted recently, that job descriptions for different positions are not revised and are not accessible too. This implies the

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k that it would be difficult to recruit and select the best candidates who can fill the position.

#### **Table 4: Filling the Vacant Posts with New Recruits**

Statement	Responses	Frequency	Percent	Valid Percent	Cumulative Percent
In SMU vacant positions are always filled with new recruits.	Strongly Disagree	10	10.9	10.9	10.9
	Disagree	8	8.7	8.7	19.6
	Not Sure	35	38.0	38.0	57.6
	Agree	24	26.1	26.1	83.7
	Strongly agree	15	16.3	16.3	100.0
	Total	92	100.0	100.0	

According to Table Four, 10.9%

(10) respondents strongly disagree and 8.7% (8) respondents disagree vacant posts are always filled with new recruit

ment. On the contrary, 26% (24) respondents agree and 16.3% (15) strongly agree the university always go for recruitment and selection whenever the vacant position exists. In between, the majority of the respondents 38% (35) can't say whether SMU always recruit employees for vacant positions. In the interview with HR staff it was suggested different alternatives such as ignoring the vacant post, job enlargement and arrangement of part time and over time is considered before going for internal and external recruitment. This is a good practice to enhance the efficiency and effectiveness of the human resource but this alternative measures were not explicitly included in the recruitment and selection policy. This has its implication that the recruitment practices might be open for bias, where it is practised without referring to stated practices on the recruitment policy.

**Table 5: Conformity of Recruitment and Selection with the Policy**

Statement	Responses	Frequency	Percent	Valid Percent	Cumulative Percent
The HR department strictly follows the recruitment and selection policy of SMU.	Strongly Disagree	14	15.2	15.2	15.2
	Disagree	18	19.6	19.6	34.8
	Not Sure	35	38.0	38.0	72.8
	Agree	19	20.7	20.7	93.5
	Strongly Agree	6	6.5	6.5	100.0
	Total	92	100.0	100.0	

As it can be observed from the

table 15.2 %( 14) of respondents strongly disagree and 19.6 %( 18) disagree that recruitment and selection policy of the university is pursued strictly. The table also shows 38%(35) of the respondents are not sure if the recruiting body follows strict policy or not. 21% of the respondents, however, agree and 6.5 % of them strongly agree the recruitment and selection policy is being followed. Here it can be concluded that the majority of the respondents are doubtful that SMU follows its own recruitment and selection policy.

In contrast it is learned from the interview with the HR staff that the recruiting committee properly follows the pre-determined procedures. But it is admitted in the interview that some lower level positions may be filled without considering the policy .This indicate deviation from recruitment and selection policy which is not appropriate at any level of position that it provides room for inconsistency in the recruitment practice.

**Table 6: Discriminatory Nature of the Recruitment and Selection**

Statement	Responses	Frequency	Percent	Valid Percent	Cumulative Percent
The recruitment and selection policy of SMU is non-discriminatory.	Strongly Disagree	5	5.4	5.4	5.4
	Disagree	11	12.0	12.0	17.4
	Not Sure	20	21.7	21.7	39.1
	Agree	28	30.4	30.4	69.6

	Strongly Agree	28	30.4	30.4	100.0
	Total	92	100.0	100.0	

Table Six depicts 5.4 %( 5) of respondents strongly disagree, 12 %( 11) of the respondents disagree the recruitment and selection policy is non-discriminatory. 21.7% of the respondents can't say if the procedure is non discriminatory. The majority of the respondents (60.8 %) agree and strongly agree that the recruitment and selection procedure is non discriminatory which imply the procedure is effective in this regard. SMU's recruitment policy even manifests affirmative action that it gives priority to women candidates in a situation they score the same result with their male counterpart. This is encouraging that it will ensure the equal employment opportunity between men and women after some times.

**Table 7. Level of Expectations Met after Recruitment and Selection**

Statement	Responses	Frequency	Percent	Valid Percent	Cumulative Percent
After you had passed recruitment and selection stage, your expectations were met.	Strongly Disagree	35	38.0	38.0	38.0
	Disagree	25	27.2	27.2	65.2
	Not Sure	11	12.0	12.0	77.2
	Agree	16	17.4	17.4	94.6
	Strongly Agree	5	5.4	5.4	100.0
	Total	92	100.0	100.0	

Table Seven demonstrates 38% of the respondents strongly disagree and 27.2% of them disagree their expectations were met after they get recruited at SMU. It is also revealed 12% of the respondents cannot say their expectations were met. Only 22.8% of the respondents agree and strongly agree their expectations were met after they got recruited. Thus, it can be deduced most of the respondent's expectations in terms of salary, work environment and other benefits were not met. Thus, the respondents are not motivated, and committed. In response to an open ended

question employees also suggested the promises made to them were not met. They say the salary and other benefits are discouraging compared to the current market. On the top of this, employees also suggested they are not well informed about the recruitment and selection policy, since the policy was not accessible in their offices. It is also suggested that the recruitment and selection practice takes longer time than expected. This also indicates the prevalence of non transparent working environment that may negatively affect the efficiency of the institution.

The HR staff also suggested some major problems that make the recruitment and selection more challenging. They have mentioned that it is too difficult to select the best candidate. Sometimes the new recruits are found to perform below expectation. They also suggested for some positions they fail to pool sufficient number of applicants. The other critical challenge is inability to meet the expectation of recruits in terms of salary, other benefits and work and work environment. All these challenges are consequences of the HR practices being followed irrespective of its policy or best practices.

### 4.2.3. Effectiveness of Recruitment Practices

An effective recruitment practice can be analyzed in terms alternative sources of recruitment, effectiveness of advertisement, application process, and feedback mechanism. In this section, responses of learners are analyzed based on these parameters.

**Table 8: Source of Information to Apply at SMU**

Statement	Responses	Frequ ncy	Percent	Valid Percent	Cumulative Percent
Source of recruitment for employees.	Advertisement	53	57.6	57.6	57.6
	College/University and Recruitment Agencies	6	6.5	6.5	64.1
	Referrals from Employees	27	29.3	29.3	93.5
	Putting in Application at Your Convenience	6	6.5	6.5	100.0
	Total	92	100.0	100.0	



Recruitment practice that ensures a pool of large number of applicants needs to use alternative sources of recruitment. The above table shows 57.6 % of the respondents get recruited to SMU through the information they get from advertisement. The other 29% of respondents get recruited through reference. The table also show 14 % of the respondents get recruitment information through college recruitment and putting in an application letter at their own convenience. Here it can be concluded the sources of recruitment through which the respondents got recruited were limited to advertisement. This implies the other methods were not effective in this regard.

The data obtained through interview, however, revealed that the external recruitment methods are advertisement, college recruitment, and referrals and walk-ins.

The interviewees also suggested in SMU the internal recruitment methods such as reference, HR inventory; job posting and promotion/transfer are used. In general although the HR personnel suggested more alternative methods of recruitment were implemented, the responses from employees show prevalence of limited recruitment method. Limited source of recruitment made the pooling of large number of capable candidate more difficult.

**Table 9: The Effectiveness of Recruitment Practices**

No	Statement	Very Poor		Poor		Average		Good		Excellent		Total	
		Fr q	%	Fr q	%	Fr q	%	Fr q	%	Fr q	%	Fre q	%
8.1	The job advertisement provided sufficient details .	26	28.3	30	32.6	27	29.3	9	9.8	-	-	92	100
8.2	The advertisement opened on large media.	7	7.6	12	13.0	29	31.5	32	34.8	12	13.0	92	100
8.3	The application process was efficient and courteous.	7	7.6	9	9.8	39	42.4	31	33.7	6	6.5	92	100
8.4	SMU replied your applications shortly.	6	6.5	13	14.1	31	33.7	34	37.0	8	8.7	92	100

According to the above table responses to item 8.1 illustrates 60.9 % of the respondents believed job advertisement of SMU poorly/very poorly provides sufficient details about the job and its requirements. 29.3 % of the respondents claim advertisement provided them details of job specifications at average. From this we can infer the recruitment practice is not effective in providing sufficient detail about the job and job specification through advertisement. This also indicate the advertisement was not effective enough in providing applicants with details of the job and enable them to de-recruit themselves in case the post demand more capability beyond their capacity. But, the burden of de-selecting unfit candidates always left for recruiting body of the university.

Responses to item 8.2 also illustrate 20.6 % (19) of the respondents replied SMU was poor in opening job advertisement on large media coverage. 31.5% of the responses showed SMU's commitment to announce jobs on large media coverage was average. On the other hand, 47.8 % (44) of the respondents believe the university was doing better in opening jobs on large media coverage. Here, it can also be concluded the recruitment practice for the respondents were effective in attracting large pool of applicants compared to other methods.

On the same table, responses to item 8.3 depict 42.4 % of the respondents responded SMU was average in undertaking efficient and well-mannered application process. The other 33.7% of the respondents believe SMU was good in handling application process efficiently and effectively. Here, it can be deduced the recruitment process that the respondents gone through was relatively effective in this respect.

According to responses to item 8.4, 33.7 % of the respondents claimed SMU notified that applicants were selected for further consideration at an average short time. On the other side, 37% of the respondents claimed the university was good in replying to their application shortly. From this it can be concluded the recruitment process experienced by respondents was effective in building a positive image about the institution.

However, SMU has not been accustomed to give feedback to applicants who were not considered for further selection which may negatively impact the place of SMU's image among its external public. In the interview, it is admitted that the job advertisements of

SMU are too brief only to notify the name of the position, place of application, place of application, duration of application and required documents.

#### 4.2.4. The Effectiveness of Selection Practices

An effective selection practice demands that the recruit need to pass through all the common steps such as selection test, selection interview, medical test and orientation. In this section the extent to which respondents go through all the selection process is dealt with.

**Table 10: Common Selection Steps Respondents have Passed Through**

Selection step(s)	Frequency	Percent	Valid Percent	Cumulative Percent
Selection Test	11	12.0	12.0	12.0
Selection Test, Selection interview	5	5.4	5.4	17.4
Selection Test, Selection interview, Medical test	1	1.1	1.1	18.5
Selection Test, Selection interview, Orientation	4	4.3	4.3	22.8
Selection Test, Orientation	9	9.8	9.8	32.6
Selection interview	31	33.7	33.7	66.3
Selection interview, Orientation	19	20.7	20.7	87.0
Medical test	1	1.1	1.1	88.0
Orientation	10	10.9	10.9	98.9
Missing	1	1.1	1.1	100.0
Total	92	100.0	100.0	

pass through some common steps of selection that includes selection test, selection interview, job offer, medical test, and orientation. Table Ten shows 33.7 % of the respondents, indicated that they got selected through interview only. It is also depicted 20.7 % of the respondents, claims they got selected through interview and got orientation after then. 12 % of the respondents got selected through selection test only. This shows the majority of the respondents were selected

For the best practice of selection process job seekers need to

through one or two steps. The number of respondents who went through more than two selection steps were insignificant. This would have an implication that the capability to select one best candidate from the pool of best candidates diminishes as we depend more on limited selection steps.

In the interview with the HR staff, it was learned that in SMU all the common steps in the selection process are not pursued. It was suggested that interview test is the common selection step considered to select an applicant for most of the positions. Practical tests are also employed for some positions that demand technical skills. Besides employees raised the missing recruitment activities like written test as a major failure because it is the main method to check different skills comprehensively.

In contrast to the practice, the recruitment and selection policy of the university states the potential candidate need to go through preliminary screening, selection test and selection interview and orientation. The HR department didn't follow all the selection practices that are suggested as the common accepted practice and even clearly stated in the recruitment and selection policy of the university. Therefore, it is difficult to say the selection practice of SMU that respondents gone through enabled the recruiting body choose the right candidate for the position in a fair and consistent manner.

#### **4.2.4.1. Selection Tests**

Formal selection test is important in the selection process, when properly set and administered. The section tests focuses on evaluating the effectiveness of selection test with reference to its relevance to the post, its proper administration and inclusion of relevant items.

**Table 11: Effectiveness of Selection Tests**

No.	Statement	Very Poor		Poor		Average		Good		V.Good		Valid		Total	
		Frq	%	Frq	%	Frq	%	Frq	%	Frq	%	Frq	%	Frq	%
11.1	The relevant of tests	7	7.6	7	7.6	38	41.3	25	27.2	9	9.8	6	6.5	9	10
11.2	Proper administrations of tests	5	5.4	11	12	38	41.3	28	30.4	4	4.3	6	6.5	9	10
11.3	The selection questions measures the KSAs' required.	5	5.4	12	13	44	47.8	19	20.7	6	6.5	6	6.5	9	10

**Source: Survey 2014**

As demonstrated on Table Eleven, concerning the relevance test items (11.1), 15.2 % (14) of respondents believe the selection tests at SMU are poor/very poor. The other 41.3% (38) of the respondents rated the relevance of the question at average. The remaining 27.2 % (25) of the respondents and 9.8(9) % of the respondents claimed the relevance of the test items good and very good respectively. It can be deduced that the majority of the respondents evaluated the relevance of questions at average. Here it seems the respondents took indifferent position since most of them were not selected through the selection test.

From the interview it was learned that the type of test used in SMU is usually practical tests. The recruitment policy of SMU, clearly states the test items should be relevant to test the skills, ability and attitude that is relevant to the position. The policy also stated selection tests need to be prepared and evaluated by relevant professionals to the position. But, this has not put into practice since the university only consider practical tests. This has made the practice of oral test more challenging, because it becomes a onetime task to discriminate applicants based on the overall competence like skills, ability, attitude, aptitude.

Concerning the proper administration of tests the above table (11.2) shows 5.4 %(5) and 12%(11) of the respondents evaluated the tests very poor and poor respectively. Indifferently, 41% of respondents evaluated the appropriateness of test administration at average. On the other

extreme, 30% of respondents and 4.3 % of respondents rated the effectiveness of test administration good and very good respectively.

Here it can be claimed most of the respondents indifferently rated the proper administration of tests at average which shows they have not taken these tests for the same reason that the university use only practical test irrespective of its own policy and best practices. In the interview, it is also elaborated the administration of practical selection test is effective that it is done independently.

In table Thirteen as to show the required knowledge, skills and attitudes were included (11.3), 47.8 % (44) of the respondents indifferently rated at average while the other 20.7 % (19) of them responded the items were good in addressing the knowledge, skills and attitudes the job demands. All in all, the majority of respondents inclined to take indifferent position because most of them didn't do selection test. Respondents have also raised the missing recruitment activities like written test as a major failure because it is the main method to check different skills comprehensively. This is again confirmed that the tests as to check the personality, aptitude, skills and knowledge of the applicant are considered orally on the selection interview. But, this is also challenging to test a candidate for every competence on a single interview. Hence, incompetent candidates who only are good articulators get a chance to get selected and leave heavy cost on the university.

#### 4.2.4.2. Selection interview

According to Mathew and Jackson (2006) a selection interview is designed to identify information on a candidate and clarify information from other sources. In this section the effectiveness of interview practices in terms of its relevance, procedure and feedback provision is seen hereunder.

Table 12: Effectiveness of selection Interview

No.	Statement	Very	Poor	Average	Good	V.Good	Valid	Total
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		Poor													
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%
12.1	Relevant to the questions.	4	4.3	14	15.2	29	31.5	31	33.7	13	14.1	1	1.1	92	100
12.2	Immediate feedback provision	15	16.3	18	19.6	27	29.3	21	22.8	10	10.9	1	1.1	92	100
12.3	Formality of the interview	7	7.6	8	8.7	33	35.9	32	34.8	11	12	1	1.1	92	100
12.4	Fair and enough time is given for a candidate.	3	3.3	14	15.2	31	33.7	29	31.5	14	15.2	1	1.1	92	100

Source: Survey 2014

With respect to the relevance of interview questions (12.1) Table Twelve depicts, 15 % ( 14) of the respondents believe interview questions were poor to address knowledge, experience, characteristics and interests the post demands. Whereas 31 % ( 29) of the respondents rated the effectiveness of interview questions at an average. The remaining 33.7% and 14.1 % of the respondents evaluated the interview questions as good and very good respectively. Clearly, it can be stated the majority of the respondents believe the questions are relevant to measure the knowledge, experience and skills the post requires.

In an interview with the HR staff it was learned that much emphasis was given to interviewing and different kinds of tests that could have been given in written form were tested orally. But this is not appropriate in principle because interview sessions are primarily aimed to identify and clarify information on the candidates rather than making oral tests on ability, skills, and attitude of the candidates. This would make the interview challenging for both the institution and the applicants.

Regarding the provision of immediate feedback (12.2) as elucidated in the above table 16.3 % (15) of the respondents and 19.6 % (18) of the respondents responded the feedback giving practice to successful and unsuccessful candidates was very poor and poor respectively. The other 29.3 % (27) of the respondents indecisively rated the feedback giving mechanism at average. The remaining 22.8 % and 10 %, however, evaluated the feedback provision was good and very good. Here it can be concluded that the majority of the respondents were satisfactorily evaluated the feedback giving mechanism above average. But, in the interview it is confirmed

that the university only notify the results to the successful candidates to offer them the job. The recruitment policy also doesn't state about the immediate provision of feedback. Here it can also be implied that the university cannot use the opportunity to build a good employer brand through feedback method to both successful and unsuccessful applicants. The university also fails to have potential applicants who would re-apply for other job in the future.

Table Twelve(12.3) also shows 35.9 %( 33) of the respondents claimed the interviewers start the interview making interviewees at ease. The other 34.8 %( 32) of the respondents and 12 %( 11) of the respondents indicated the interview session was easy going for interviewees. Thus, we can say the interview was effective in creating friendly environment. This is significant to identify the right candidate in the absence of stressful situation.

Concerning the time given for the interview the above Table reveals that 33.7 %( 31) of the respondents evaluated the effectiveness of the interviewers in giving humble time to interviewees at an average sufficient time. 31.5 %( 29) and 15.2 %( 14) of the respondents said the interview procedure was good and very good in giving fair time to interviewees. Thus, the majority of respondents were fairly treated on the interview.

In response to an open ended item, respondents have also raised such problems that interviewers do not seem well oriented and organized before the actual interview time. The interviewers were not well informed to orient the employees with duties and responsibilities of the position in the course of the interview. Some respondents also mentioned that the immediate manager of the open position is not taking part in the interview. This again imply that the pre-conditions stated in the recruitment policy that recruiting body should meet and make necessary arrangement is not kept which may again lead to inconsistent recruitment and selection.

#### **4.2.4.3 The effectiveness of the Orientation Program**

Orientation is the planned introduction of new employees to their jobs, co-workers, and the organization (Mathis and Jackson, 2006). This is important to help new employees learn about the organization and the job in a short period and start to contribute toward achieving the institutions goal. Accordingly, this section analyzes the effectiveness of orientation practices at SMU.



**Table 13: Responses on the Effectiveness of Orientation**

No.	Statement	Very Poor		Poor		Average		Good		V.Good		Valid		Total	
		Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%	Fr	%
13.1	The orientation incorporates the Vision, Mission and Goal of SMU.	15	16.3	25	27.2	23	25	16	17.4	11	12	2	2.2	92	100
13.2	SMU conduct an induction program immediately after job offer.	7	7.6	6	6.5	29	31.5	30	32.6	18	19.6	2	2.2	92	100
13.3	You were introduced to your co-workers in the University.	5	5.4	5	5.4	29	31.5	33	35.9	18	19.6	2	2.2	92	100
13.4	Obligations, Rights, and other HR requirements were communicated.	11	12	25	27.2	27	29.3	17	18.5	10	10.9	2	2.2	92	100

**Source: Survey 2014**

As depicted on the above Table(13,1) concerning the provision of vision, mission, and goal of the institution 16.3 % ( 15) and 27.2 % ( 25) of the respondents, replied the orientation was poor and very poor . While 25 % (23) the respondents rated the effectiveness of the orientation program in addressing these issues, the remaining 17 .4 % and 12 % of the respondents rated the orientation was good and very good respectively. Here one can say that majority of the respondents evaluated the orientation program at average and less than average which implies the practice of orienting new recruits about the vision, mission, and goal tends to be not effective. The recruitment and selection policy of the university also doesn't state much about the vision, mission, and strategies of SMU. It only states the general objectives of the policy. It is

necessary to include the vision, mission and strategies of the institution in the recruitment and selection policy so that recruiters see their practice strategically and make the issue part of orientation.

With reference to the immediate introduction of the job (13.2) the above Table shows 7.6% ( 7) and 6.5 % ( 6) of the respondents claimed that the orientation was very poor and poor . But, 31.5 % ( 29) of the respondents rated the immediacy of job induction at average. On the other hand 32.6 % (30) and 19.6 % (18) of the respondents evaluated the immediacy of introduction to their first job as good and very good respectively. The majority of the responses (average and more than average), showed that the introduction about their job was immediate. In an interview with the HR people it was confirmed that the university provides orientation and induction programs for most new employees. The policy also stated SMU provides orientation/induction to all new recruits at all positions. Under article 17 it was stated that new employees would be given short trainings on establishment and structure of the university, the vision and mission of the university, major policies of the university, benefits and other issues of HRM. Thus, the university is on the right track with respect to providing orientation and training to new employees.

Similarly, the above Table depicts 31% of respondents claim the introduction of new employees to co-workers (13.3) were effective at average. But, 36 % of the respondents and 19.6 % of them responded the introduction with co-workers was evaluated good/very good. Therefore, the majority of the response shows the orientation is again effective in this respect. This is helpful to create favourable impression about the organization and the work ensuring interpersonal acceptance.

The Table shows 12 % ( 11) and 27.2 % ( 25) of the respondents responded orientation programs after the first job in SMU was very poor and poor in addressing the obligations, rights, and other HR requirements. 29.3 % (27) of them ,on the other hand , rated the orientation was average in addressing these issues. On the contrary, 18.5 % ( 17) and 10.9 % ( 10) of the respondents responded the orientation was good and very good in communicating obligations, rights, and other HR requirements. Here, it can be claimed the majority of the respondents are average and

less than average to claim the orientation is not effective in communicating these critical issues of HRM. But, the recruitment and selection policy states SMU give orientation or training on the major policies of the university, benefits and other issues of HRM. Here, there is a gap that the recruitment policies are not followed that leave the new recruit unaware of its obligations and result in failure to fulfil duties from the employees' side.

**Table 14: The Number of Interviewers**

Number of interviewers for different recruits	Frequency	Percent	Valid Percent	Cumulative Percent
.00	32	34.8	34.8	34.8
1.00	1	1.1	1.1	35.9
2.00	4	4.3	4.3	40.2
3.00	26	28.3	28.3	68.5
4.00	17	18.5	18.5	87.0
5.00	2	2.2	2.2	89.1
6.00	10	10.9	10.9	100.0
Total	92	100.0	100.0	

Table Fourteen shows 34.8 % ( 32) of the respondents cannot say about the number of interviewers because they were not interviewed for their first job in SMU. 28 % ( 26) of the respondents responded they were interviewed by 3 persons. 18.5 % (17) of them were interviewed by 4 persons. 10.9 % ( 10) of the respondents said they were interviewed by 6 persons. The response showed, the majority of respondents were interviewed by three persons for different positions. In the interview it was admitted that most of the time SMU use three persons to recruit new employee. This also implies the selection interview with three interviewers for most of the positions cannot always help to separate best candidate. The determination of the number of interviewers needs to match the nature of the job because some critical positions need more number of interviewers.

**Table 15: Type or Nature of Interview Used**

Types of Interview	Frequency	Percent	Valid Percent	Cumulative Percent
Group interview	58	63.0	63.0	63.0
One to one interview	4	4.3	4.3	67.4
inapplicable	30	32.6	32.6	100.0
Total	92	100.0	100.0	

Concerning the nature of the interview 63% (58) of the respondents were selected through group interview while 4.3 %(4) of the respondents were interviewed through one to one type of interview. But the other 32.6 % of the respondents do not know the number of interviewers since they were not selected through selection interview. Here, the response indicated the university over rely on the group interview for most of the positions that need interview. Here it is overlooked that different positions demand different kinds of interview that help to get the best candidate.

### **4.3. SMU's Recruitment and Selection Policy Analysis**

In this section some major checklists were used to evaluate the strengths and weaknesses of SMU's recruitment and selection policy against the accepted practices discussed in the literature.

The recruitment and selection policy of SMU is successful in stating the general objective of the recruitment and selection. The recruitment and selection policy of SMU aimed to enhance the university's capability to utilize the knowledge, skills, and competence of its employees to achieve its objectives. But, more specific objectives such as applying efficient recruitment and selection method, making the recruitment and selection convenient to all applicants, and capability to attract best candidate, and building a better employer image etc.. need to be addressed.

The recruitment and selection policy of SMU (article 15) clearly states, after the department or the unit with the open position requests the human power, the HRM unit first attempts to fill the positions with internal recruitment and look for external recruitment if not available internally.

It is also stated the post can be filled with transfer before bidding the position. Thus, this clearly shows there is preference for internal recruitment. Here the policy overlooks the advantage of securing motivated and interested employees who can best fit the position from external recruitment.

The recruitment and selection policy of the institution fails to state clearly its role as equal opportunity employer. But we can claim the university's policy implicitly states its role as equal opportunity employer when it states under advertisement that for new positions that need external recruitment vacancy announcements are open to all through different media both print and electronic.

It is stated that SMU has internal recruitment preference over external recruitment and selection, but the policy states there are positions that still demand external recruitment where external advertisement is the major method of recruitment. The policy again states the standard practices being pursued. These include application and registration, screening, testing, interviewing, notifying successful candidates, job offer and induction or training. Here it can be commented that the recruitment and selection policy as stated in the policy is not comprehensive enough compared to the common practices suggested by scholars.

The policy has given good emphasis to the different kinds tests: written, oral (interview) and medical one. The policy gives a clear direction as to who prepares the tests, how to administer and who evaluates it. The procedure for interview is also comprehensively elucidated as what preconditions to fulfil, who take responsibility as interviewer, and what criteria to use to evaluate. The policy put a provision that the university has the right to request health certificate if only necessary. The policy is successful with this respect.

Reference checking is missing from the recruitment and selection process of SMU. The policy only states that the institution demands a document from the previous employer that describes

the duration of employment and he/she was tax payer. But, reference checking with respect to the skills, knowledge and capability of the recruitment is not considered.

The policy does not state anything as to whether both successful and unsuccessful candidates are given feedback at different level of recruitment and selection. Only the selected candidates and the standbys are communicated. This is also a gap since the unsuccessful candidates are not having a good image of SMU that they may not be interested to apply in the future.

The policy doesn't state much about the vision, mission, and strategies of SMU. It only states the general objectives of the policy. It is necessary to include the vision, mission and strategies of the institution in the recruitment and selection policy so that recruiters see their practice strategically.

The best practice for recruitment and selection encompasses: planning recruitment and selection process, job analysis, recruitment process, preliminary screening, employment tests, employment interview, reference checking, selection decision, medical test, evaluation, and induction/Orientation. An effective recruitment and selection policy of an institution should include all this with their detail. The recruitment policy of SMU incorporates detailed procedures of these elements, but fails to incorporate some basic steps explicitly. Accordingly, planning recruitment and selection process, job analysis, reference checking, medical test and evaluation are not stated on the recruitment policy of the university. Without the planning activity, job analysis, reference check, and evaluation it is difficult to say the recruitment policy is approached strategically.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This research work has attempted to study the practices and challenges of recruitment and selection at SMU. Hence, based on the data discussions, analysis and interpretation the following summary of major finding, conclusions and recommendations are presented hereunder.

#### **5.1. Summary of Major Findings**

The major purpose of the study is to explore the practices and challenges of recruitment and selection at SMU. This descriptive survey was conducted based on the data gathered through interview, questionnaire and document inspection.

Regarding the general procedure of recruitment and selection the research's result showed:

- ✚ SMU has a revised recruitment and selection policy but most of the respondents are not aware about. The recruitment and selection process are not approached strategically that it doesn't starts with job analysis.

- ✦ Though it is not stated in the recruitment and selection policy, it was found that in SMU different strategies like eliminating positions, job enlargement, over-time work arrangement were considered before looking for recruitment and selection procedure
- ✦ The HR department claimed to follow the recruitment and selection strictly but it is found that a gap exists between SMU's recruitment and selection policy and the practice of HRM.
- ✦ The recruitment and selection procedure of SMU is non discriminatory, but expectations made during the recruitment and selection were not met

Concerning the effectiveness of recruitment practices the result of data analysis and interpretation revealed:

- ✦ Alternative sources of recruitment for employees were not effective to attract large number of applicants. Sources of information for the employees were limited to Advertisement to a large extent.
- ✦ The advertisement is not also found effective that it do not present the necessary detail about the job. But it is found effective that the advertisement is released on media that has better media coverage.
- ✦ The recruitment practice of SMU was found effective that it undertake application process efficiently and courteously and give immediate feedback to applicant who get recruited.

The major findings with respect to the appropriateness of the selection process include the following.

- ✦ The selection process at SMU was found to follow limited selection steps(interview and then orientation) which confirmed the HR practice is not in accordance with the its policy and accepted practice.
- ✦ Selection tests were claimed to be administered properly and to include all the relevant questions with the right KSA's relevant to the job. But this was found impractical, since the university only focuses on the practical tests.
- ✦ The selection interview was effective that it included relevant KSA's and create friendly environment for interviewees. But that it only provided feedback to successful candidates denying the unsuccessful candidates. The interview type was dominantly group interview



which includes three interviewers in most cases. But, it is important to consider different kinds of interview depending on the nature of the job vacancy.

- ✚ Finally, orientation is effective that it appropriately introduced them to work and work environment. But, critical issues like right and obligations of HRM were not given emphasis.

## 5.2. Conclusions

To achieve the objectives of the study five basic research questions were set. To address these research questions descriptive surveys was employed and eventually the following conclusions were reached.

- ✚ The recruitment and selection practice of SMU is not comprehensive enough to include all the accepted recruitment and selection principles. All the recruitment and selection techniques and procedures were not pursued at each stage which limits the capability to recruit best candidate and ensure best employer brand.
- ✚ The university has recruitment and selection policy but the HR staff and other recruiting bodies haven't put into practice as it is. The recruitment methods and selection steps stated on the policy were not inclusively followed to minimize the gap between the practice and the accepted HRM principles.
- ✚ The recruitment practice was not effective that most of the applicants were informed through limited methods like advertisement and reference. The recruitment stage is not effective in providing details about the job.

The selection practices also fail to include the common steps of selection. One or two steps are dominantly used which make the chance of securing best candidate an obscure.

It also fails to include significant steps like selection test, reference checking and feedback to unsuccessful candidates.

- ✚ The university consider different alternative sources of recruitment, but it always gives priority for internal source and then looks for external recruitment. There is no clear cut policy as to identify for which job internal or external recruitment preferable.
- ✚ The recruitment and selection practice at SMU is challenging that the process make false promises where expectations are not met. It is found that the interviewers are not well-informed and well- organized. The participation of immediate managers is dominated by the HR staff and higher managers. Transfer irrespective of the background of the employee was another challenge raised by respondents.

### **5.3 Recommendations**

The recruitment and selection practice of SMU, need to match the accepted practices suggested by scholars. Accordingly, the university has to maintain the good practices that are already in-placed. Besides, the university need to make a further study and revise its recruitment policy and practice with respect to the following issues.

- ✚ The recruitment and selection policy of SMU need to include strategic objectives which is not only aimed to select the best selection but it need to be more strategic in building a good employer brand, considering special group interest, and state the role of the institution as equal opportunity employer. To achieve this the university's recruitment policy need to start with Human resource planning that help to approach the practice strategically rather than on routine bases.
- ✚ The recruitment and selection practice of SMU needs to be consistent to its recruitment and selection policy and the best practices. The policy need to match to the accepted practices of recruitment and selection and the recruiting body has to follow the procedure firmly.
- ✚ Feedback is also significant to both successful and unsuccessful candidates, since unsuccessful applicants can have a good image of the institution and remain potential

applicants. Thus, it would be recommended for the university to notify candidates who are not successful at both recruitment and selection stages.

- ✚ The recruitment and selection process is important to inform the candidates about the organization. The information given and promises made need to be realistic that can be fulfilled at the capacity of the university.
- ✚ The recruitment and selection policy needs to state the vision, mission and goals of SMU so that the recruitment and selection practice viewed strategically. This also starts with the recruitment process that starts with human resource planning and enables to acquire employees who achieve the institutions strategic objectives.
- ✚ It is vital to pool large number of applicants to ensure the selection of best candidate for the position. To achieve this recruitment practice is expected to employ alternative level of recruitment methods.
- ✚ The advertisement also needs to include all details that help applicants to de-recruit themselves if they are not fit for the position. This can be achieved by including the job specifications and personal specification in the job advertisement.
- ✚ Selection tests are pivotal to measure the ability, aptitude, and skills of the applicants who can fit the position .Thus, selection process is better to include the selection tests for all positions.

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## **Appendix A**

### **St. Mary's University**

#### **School of Graduate Studies**

##### **MBA Research on the Practices and Challenges of Recruitment and Selection at SMU**

##### **A Questionnaire to be Completed by Employees**

##### **Dear respondents:**

The main objective of the study is to assess the practices and challenges of recruitment and selection at St. Mary's University (SMU). Hence, this questionnaire is designed to collect primary data that help the researcher achieve the purpose of the research. Accordingly, the

researcher would request you to fill in this questionnaire carefully. Please note that all your responses will be kept confidential and just only used for the purpose of the research. Your genuine responses to the questionnaire will have great impact on the success of the research. The researcher would appreciate your cooperation in advance.

**Part I. General Information about the Respondents**

**Please put a tick (✓) in the box to indicate the information that describes you.**

- 1. Gender      Male       Female
- 2. Age      18-20      21-30      31-40      41-50      >51
- 3. Year of Service in SMU      1-4      5-9      10-13      >14
- 4. Level of education      Certificate      Diploma      First Degree  
    Masters Degree      PHD
- 5. Job Category      Academic      Administrative

**Part II: Responses to questions concerning Practices and Challenges of Recruitment and Selection at SMU**

*Please put a tick (✓) in the table to show your level of agreement with each statement about general recruitment and selection procedure.*

**Scale: 1= Strongly Disagree 2=Disagree 3=Not sure 4=Agree 5=Strongly Agree**

No	Items	Responses				
		1	2	3	4	5
	<b>General Issues (principles) about Recruitment and Selection</b>					
1	SMU has clear policies and procedures of recruitment and selection.					
2	Vacant positions in SMU are usually filled by recruiting a new employee.					
3	SMU usually adheres promotion and transfer before undertaking the process of recruitment and selection for the open position.					
4	HR-department strictly follows the recruitment and selection policy and procedure.					

5	The recruitment and selection process is non discriminatory in terms of gender, appearance, race, political affiliation, etc.					
6	After you had successfully passed through recruitment and selection, the type, quantity and environment of the job met your expectation.					

7. Which was/were your source of information (source of recruitment) to apply for your first job at SMU?

- Advertisement  Referrals from employees   
 Recruitment Agent  Putting in your application at your convenience   
 College /University of study  SMU's web page

If other please specify \_\_\_\_\_

8. Please put a tick mark (✓) to show your level of agreement on the effectiveness of the recruitment practice with respect to the following issues?

Scale: 1= Very Poor 2= Poor 3= Average 4=Good 5= Excellent

No.	Items	Responses				
		1	2	3	4	5
	<b>Effectiveness of Recruitment Practices</b>					
8.1	The job advertisement provided sufficient details about the job and personal characteristics the job demands.					
8.2	The job advertisement was posted on known newspapers that has larger coverage.					
8.2	The application process for the open position was efficient and courteous.					
8.3	SMU replied to your application shortly notifying that you are taken for further consideration.					

9. Please put a tick (✓) to show those steps that you have gone through to get selected for your first job in SMU.

- Selection test (written tests about your ability, skills and aptitude)   
 Selection Interview   
 Medical test

Orientation

Please put a tick (✓) to show the effectiveness of the major selection steps you have passed though showing your level of agreement to the given statement.

Scale: 1=Very poor 2=Poor 3=Average 4=Good 5=Very good

No	Items	Responses				
		1	2	3	4	5
	<b>Selection tests</b>					
10	Selection tests were relevant to the job you have applied at SMU.					
11	The selection test was administered strictly creating no room for irregularities.					
12	Selection questions measure knowledge, skills and ability required for the open position.					
	<b>Selection Interview</b>					
13	You were asked about knowledge, experience and characteristics, interest that are relevant to the open position.					
14	The interviewers were represented from HR staff and immediate supervisors.					
15	Immediate feedback was given to both successful and unsuccessful interviewees.					
16	The interview started with small talk and ended making you at ease.					
17	You were given a fair and thorough hearing on the interview.					
	<b>Orientation after Job offer</b>					
18	You were informed about the vision, mission and goal of SMU.					
19	You were introduced about your job immediately after you were selected.					
20	You were also introduced to your co-worker in the University.					
21	You were communicated about your obligations, rights, health insurance, benefits, rules, organizational goal and other HRM requirements.					

22. How many people interviewed you for your first job at SMU? \_\_\_\_\_

23. Please put a tick (✓) to indicate those who interviewed you on your first job at SMU.

HR Staff



Supervisory managers /Department Head

Top managers/Vice President/Dean

Inapplicable

24. What was the nature of interview that you have passed through?

Group interview (Group of Interviewers interview applicants)

Panel interview (Group of interviewees interviewed together)

One to one interview (one interviewer and one interviewee)

Inapplicable

25. What problems did you observe in the recruitment and selection process of SMU?

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26. What do you suggest regarding the practices and challenges of recruitment and selection process of SMU?

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**Thank you!**

## **Appendix B**

**St. Mary's University**

# School of Graduate Studies

## Interview Questions

1. Where does the need for recruitment and selection come from? Is it initiated by the vacant position created due to different reasons or after Human resource planning?
  2. Has SMU clear internal and external recruitment and selection policies to be followed? Does it clearly state when to look for External or Internal recruitment?
  3. What alternatives do you consider before going for recruitment and Selection?
  4. How do you evaluate the effectiveness of recruitment and selection in:
  5. What is the common source of recruitment at SMU?
  6. What are the recruitment methods that are used for External and internal sources at SMU?
  7. How do you inform the potential employee about the details of the open position?  
(Advertisement, Interview, Induction/Orientation)
  8. What best steps do you follow in the selection process of SMU? Do you follow all the steps? If not why?
  9. What type of test is used for selection in your institution?  
(Personality test, Ability test, Aptitude test, All types are used)
  10. How many people are involved in the selection panel and who constitute the recruiting committee?
  11. Who would take responsibility for the recruitment activities i.e. attracting a large pool of applicants?
  12. Who would take responsibility for the selection process (interview, testing, reference checking and placing etc...)?
  13. If there are any positions for which you do not consider recruitment and selection, please mention.
  14. *What challenge (problems) do you face with the recruitment and selection process?*
  15. What do you recommend to improve the recruitment and selection process of SMU?
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## **Appendix C**

### **St. Mary's University School of Graduate Studies MBA Program**

#### **St. Mary University's Recruitment and Selection Policy Evaluation**

1. Does the company's recruitment and selection policy state or include the objective that is to meet in the implementation of recruitment and selection?
2. Does the company's recruitment and selection policy clearly states the conditions for the internal or external recruitment?
3. Does the policy state the organization's commitment to equal opportunity Employment and provision of job opportunity for special interest group?
4. Does it state external recruitment in terms of its preference, sources, methods, and practices?
5. Does it state the company's position on employment testing, medical testing, and practices?
6. Does the policy state /includes reference checking?
7. Does it states feedback for unsuccessful candidates?
8. Does it state or include the company's policy and procedures that deal with vision, mission, and strategies in recruitment and selection process?
9. Does the recruitment and selection policy match to the best practices of HRM?

## **DECLARATION**

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Shoa Jemal (Asst. Prof). All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

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Name

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Date and Signature

## ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as university advisor.

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Advisor

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Date and Signature