



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

**RECRUITMENT AND SELECTION PRACTICE AT AGENCY FOR  
GOVERNMENT HOUSES**

**By**

**MELESSE TAYE**

**ID No. SGS1/0108/2004**

**APRIL, 2015**  
**ADDIS ABABA, ETHIOPIA**

**RECRUITMENT AND SELECTION PRACTICE AT AGENCY FOR  
GOVERNMENT HOUSES**

**By**

**MELESSE TAYE**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE  
STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE of  
MASTER OF BUSINESS ADMINISTRATION**

**APRIL, 2015**

**ADDIS ABABA, ETHIOPIA**

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

**RECRUITMENT AND SELECTION PRACTICE AT AGENCY FOR GOVERNMENT  
HOUSES**

**By**

**MELESSE TAYE**

**APPROVED BY BOARD OF EXAMINERS**

_____	_____
Dean, Graduate studies	signature
_____	_____
Advisor	signature
_____	_____
External examiner	signature
_____	_____
Internal Examiner	signature

## **DECLARATION**

I, Meless Taye declare that this work entitled “RECRUITMENT AND SELECTION PRACTICE AT AGENCY FOR GOVERNMENT HOUSES”, is the outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the Research Advisor.

This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of Masters of Business Administration (MBA) (HRM CONCENTRATION).

---

Name

---

signature

St. Mary's university, Addis Ababa

April, 2015

**ENDORCEMENT**

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

---

Advisor

---

Signature

St. Mary's University, Addis Ababa

April, 2015

## **ABSTRACT**

*Recruitment, as a human resource management function, is one of the activities that have the greatest impact on the performance of an organization. While it is understood generally that poor recruitment practices can retard organizational performance and stifle goal achievement, many organizations are yet to take pragmatic steps to evaluate their recruitments methods with the view to identify and implement new, effective hiring strategies. This study had the following objectives: to determine how the recruitment and selection practices of Agency for Government Houses are carried out, to Examine how recruitment and selection practices affect the performance or development of the agency, to Identify the challenges associated with the recruitment and selection practices of the agency to determine how employees are satisfied with the recruitment and selection practices of the organization, and to identify factors that will improve recruitment and selection practices at AGH and to offer recommendations to improve recruitments in the AGH. To achieve these goals questionnaire and interviews were designed based on the objectives. The questionnaire was personally delivered to 100 potential respondents drawn from the selected departments, namely, branch one, branch two, branch three, branch four and head office. Interview questions were delivered to 20 potential respondents drawn from management members of the agency. The completed questionnaires were processed and analyzed using tables and textual write ups. The findings indicated that the following specific objectives of the study: Determined how the recruitment and selection practices are carried out at agency, Examined how recruitment and selection practices affect the performance or development of the agency, Identified the challenges associated with the recruitment and selection practices of the agency, determined how employees are satisfied with the recruitment and selection practices of the Agency, Identified factors that will improve recruitment and selection practices at the agency, evaluated the effectiveness of the recruitment methods of the AGH, Identified the obstacles to effective recruitments in the AGH, Provided recommendations for improving recruitment practices in the AGH, Examined the ways help to improve human resource recruitment and selection at AGH, Identified sources of recruitment usually used in AGH.*

### **Acknowledgements**

Above all, thanks to my almighty God then I express my deepest and sincere gratitude to my brother Ato Tadesse Taye for being the pillar for my academic progress.

I would like to express my sincere gratitude to my advisor Assistant Professor Goitom Abreham for his invaluable comments, suggestions, and encouragements. He earns special appreciation for the input he added on my work from the initial proposal writing up to the final thesis writing.

I owe my deepest thanks to Ato Tadesse Meresa for his invaluable and unreserved comments, suggestions for my proposal, results and discussion part of my study. I am very much indebted to him for the amount of work he put into this task, which made the study to be completed successfully.

I express my deepest and sincere gratitude to the general director, branch managers, members of human resource department and all employees of AGH for their continuous material and moral support from the beginning of the study.

I would like to thank my sons Eyosiyas Melesse, Yonatan Melesse and my daughter Bethlehem Melesse for their encouragement during the whole study time.

## **Acronyms**

AGH - Agency for Government houses

HR-Human resource

HRD -Human Resource Development



## Table of Contents

	Page
ABSTRACT.....	I
ACKNOWLEDGEMENT .....	II
Acronym.....	III
Table of content.....	IV
List of tables.....	V
<b>CHAPTERONE: Introduction.....</b>	<b>1</b>
1.1. Back ground of the study.....	1
1.1.1. Background of the organization.....	3
1.2. Statement of the problem.....	4
1.3. Research question.....	5
1.4. Objective of the study.....	5
1.4.1 General objective.....	5
1.4.2 Specific Objectives.....	6
1.5 Significant of the study.....	6
1.6 delimitation of the study .....	6
1.8 Organization of the study paper.....	7
<b>CHAPTERTWO:LITERATUREREVIEW.....</b>	<b>8</b>
2.1 The Concept of Recruitment.....	8
2.2. The concept of selection.....	11

2.2.1 Environmental Circumstances Influencing Selection.....	12
2.2.2 Selection Criteria.....	12
2.2.3 The selection process.....	13
2.3. Sources of Recruiting .....	15
2.4. Methods of Recruiting.....	18
2.5. Recruitment and selection process.....	19
2.6. Challenges of Recruitment and Selection.....	22
2.7. The Changing Context of Recruitment and Selection Decisions.....	25
2.8. Recruitment and Selection Practices and Performance.....	28
2.9 Human Resource Development .....	29
<b>CHAPTER THREE: Research design and Methodology.....</b>	<b>31</b>
3.1 Research Design.....	32
3.2. Population and sampling techniques .....	32
3.3. Types data and data collection tools/ instruments of data collection/ used.....	33
3.4. Procedure of data collection.....	34
3.5. Data Analysis method used.....	35
3.6. Validity.....	35
3.7. Reliability.....	36
3.8. Ethical Considerations.....	36
<b>CHAPTERFOUR: RESULTS and DISCUSSIONS.....</b>	<b>36</b>
4.0 Introduction .....	37
4.1 Analysis and Data Presentation of the Questionnaires.....	37
4.1.2 Demographic Data.....	39
4.2 Number of Years Spent at Agency for government houses.....	39
4.3. Professional Qualification of Respondents.....	40
4.4. Clear Policy, guidelines and annual plan for Recruitment and Selection of Employee.....	41
4.4.1. The extent to which policy, guidelines and plan implemented.....	42
4.5. Provision Of Equal opportunities for all employees of the organization.....	43

4.6. Outline of Job Analysis in the AGH.....	44
4.7. The roles of good recruitment and selection policy to attract competent human resources for organization.....	45
4.8. Relies on Recruiting Agencies .....	46
4.9. Sources of recruitment and selection.....	47
4.10. Methods of Recruitment by AGH .....	48
4.11. Selection practices for new employees.....	49
4.12. Factors considered before recruitment and selection .....	50
4.13. Challenges of Recruiting and Selection Practices at AGH.....	51
4.14. Factors Help to Improve Recruitment and Selection Practices at AGH.....	52
4.15. Compensation package offered by agency for government houses.....	53
4.16. Effectiveness of Recruitment and Selection Practices of the Agency .....	54
4.17. Ways of Respondents were Selected and Employed by the Agency.....	54.
4.18. Recruitment and selection Practices on the employee Performance.....	55
4.19. Improving Recruitment and Selection Practices at AGH.....	56
4.20 Employee satisfaction on recruitment and selection practices.....	57
5. Management Response on Selected Interview Questionnaires.....	58
CHAPTERFIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS5.....	64
5.1. Summary of Findings .....	65
5.2 Conclusion .....	67
5.3. Recommendations.....	69
References.....	71
Questionnaires .....	73

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1. Background of the Study**

Research on HRM practices has been studied extensively among manufacturing and small and medium enterprises. These theoretical and empirical studies have generally focused on HRM practices within western organizations. Relatively few studies have been done about the impact of HRM practices on firm performance in African countries (Ngo, Turban, Lau, and Lui, 1998). The HRM environment can be more important determinant of productivity in the service sector than in the manufacturing sector, given the much larger share of total production costs accounted for by employment, and the much more extensive direct contract between employees and customers, in services (Ann and Bartel, 2000). However, most of the prior research on HRM and organizational performance has focused on the manufacturing sector than the service sector despite the fact that today most employees work in service sector industries. It is now commonly accepted that employees create an important source of competitive advantage for firms (Barney, 1991).

Employee recruitment is the process of reaching out, searching for and attracting a large supply of people or large pool of interested applicants from which the organization can choose those it considers competent or most qualified for the job. The human factor is therefore fundamental to the achievement of organization goods. As a result, the need to put in place appropriate strategy for recruitment of organizational work force cannot be over emphasized (Banjonko, 2003). According to Khan (2008), recruitment means informing the market that a new people are going to be appointed which can be done through internal sources, advertisement, references and in the modern organization through the internet. On the other hand, selection is the process by which companies decided that will or will not be allowed into organizations (Noe *et al.*, 2006).

To manage a diverse workforce effectively, an organization must hire and promote the most capable candidate for a job, while being mindful of the necessity to build a workforce that is representative of the greater business community. This may be achieved through using more appropriate and inclusive recruitment and selection strategies. Despite a recent increase in

published literature discussing recruitment and selection practices, there has been little change in the types of methods used to recruit and select employees (Kelly, 2006) Better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of an organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent.

It is vital that organizations select people with the quality essential for continued success in this competitive global village of today. The only means of achieving this success is through proper recruitment and selection practices. Recruitment and selection process is vitally important to any organization desirous of attracting and appointing qualified personnel. Getting the right people in the right place at the time doing the right job is an essential element of recruitment and selection process in organizations. In order for the process to meet desired goals, it must be valid and measurable, with minimum adverse impact. The challenge for many researchers then have been to demonstrate how scientifically derived recruitment and selecting practices add value to organization's performance. Recruitment and selecting staff is expensive both in terms of time and money, and it is therefore important that the process is carried out smoothly and efficiently and results in the appointment of a person who fits the job. Organizations exist not because of their desire to be benevolent but to also make profit. Though their initial concern may be that of image building and winning the goodwill of the public, but the ultimate goal is the achievement of the organizational goals. This means that there is the need to plan strategically to cater for the short, medium and long term growth of the organization. The above problems initiate the researcher to study the recruitment and selection practices of Agency for government houses. No research that assesses the recruitment and selection practice is conducted, though it is worth studying. This study is then conducted to fill this research gap.

### **1.3 STATEMENT OF THE PROBLEM**

People are an organization's most valuable resources. The effectiveness of an organization depends on its staff, and their training, organization and discipline. Good quality work depends on good quality people. Consequently, an organization that has a poor recruitment and selection practices is unlikely to recruit the right people. This may lead to poor performance, low profitability and eventual demise.

De Cenzo et, al. (1994) wrote: "Recruitment is that set of activities an organization uses to attract job candidates who have the abilities and attitudes needed to help the organization achieve its objectives". The recruiting efforts thus consist of where to search (source) and how to notify applicants of positions (methods).

It is an undeniable fact that most recruitments in Ethiopia lacks credibility and often influence by different un ethical ways, as well as the much talk about whom you know" culture (the practice whereby people recommend their own relatives and friends to be employed by their organizations). Consequently, square pegs are put in round holes, resulting in poor service delivery. The recruitment and selection procedure therefore becomes a formality as opposed to an objective means to ensure the selection of the best candidates fit for the job.

Employment discrimination is unjust actions against individuals or groups that deny them equality of treatment in employment (Dovidio and Hebl 2005). It can involve processes of prejudice, defined as attitudinal biases; and stereotyping, defined as cognitive distortions and ascription of characteristics to persons or groups who diver from one's own (Dipboye and Colella 2005).

Equal employment Opportunity activities focus on preventing job-related discrimination, prejudice, and stereotyping. Bediako (2008) asserts that HRM in Ghana relies heavily on assertive norms, with decisions being influenced by personal relationships between managers and employees and this intend affects the recruitment and selection procedure. However he is quick to add this does not mean merit is out of the question but rather it is in line with personal interest rather than organizational.

Moreover, although literature in the field of recruitment and human resource management in general is abundant, most focuses upon developed economies to the neglect of developing economies. As most developed countries are collaborating with developing countries in business developments there is the need to adopt a new dimension to the study of the field. Studies need to factor in the perspective of other economies, especially those in Africa since others in Asia and Latin America have been given ample attention.

In AGH, Often recruitment and selection procedures are flouted with interference from the management and personnel. Those who are less qualified are picked for the job. Recruitment and selection in AGH is the beginning of application of all other practices but did not research on the challenges facing recruitment and selection practice.

Therefore, this study is initiated with the aim of investigating into the overall process of screening, selection and recruitment of candidates for the Agency for government houses and to suggest recommendations that will help improve the organizations' capacity to recruit high quality candidates, meeting the entire requirement for a modern civil servant, for the selected organization in required numbers.

#### **1.4. Research Questions**

The research questions which served as a guide to the study are:

1. How recruitment and selection practices are carried out at AGH?
2. To what extent recruitment and selection practices are carried out effectively and efficiently in the AGH?
3. How do recruitment and selection practices affect the performance and development of AGH?
4. To what extent are employees of AGH satisfied with recruitment and selection practices of the organization?
5. What are sources of recruitment are usually used in AGH?
6. What are the challenges associated with the recruitment and selection practices of AGH?
7. What are the ways that should be put in place to improve recruitment and selection at AGH?

## **1.5. Objectives of the Study**

The objectives of the study are classified as general and specific as indicated below:

### **1.5.1. General objective**

The general objective of this research is to determine how recruitment and selection of employee is practiced at Agency for government houses and propose appropriate recruitment and selection methods to fulfill the gap observed.

### **1.5.2. Specific objectives**

Given the description of underlying questions in the previous sections, the intention in this study is to:

1. Determine how the recruitment and selection practices are carried out at AGH.
2. Examine to what extent recruitment and selection practices are carried out effectively and efficiently in the AGH.
3. Examine how recruitment and selection do practices affect the performance and development of AGH.
4. Evaluate to what extent employees of AGH are satisfied with recruitment and selection practices of the organization?
5. Identify sources of recruitment usually used in AGH
6. Identify the challenges associated with the recruitment and selection practices of AGH.
7. Identify factors that will improve recruitment and selection practices at AGH.
8. Examine the ways help to improve human resource recruitment and selection at AG
9. Provide recommendations for improving recruitment practices in the AGH

### **1.6. Significance of the Study**

The major purpose of this study is to help AGH to adopt measures in the context of human resource recruitment and selection practices. The study is very significant because it will add to the existing literature or the research has added to the documents already written on human resource recruitment and selection practices. Also the study is important because it reveals the importance good recruitment and selection practice to the performance of AGH. Furthermore the study will serve as a spring board to those who want to delve much into human resource



recruitment and selection practices. Finally this will give additional fore knowledge to management of AGH before embarking on human resource recruitment and selection practice.

### **1.7. Scope of the Study (Delimitation)**

To make the scope of the study manageable, the investigator set the limits of the study to some selected branches and head office of Agency for government houses which are located in Addis Ababa. This is because: most of the Agency for government houses head office and branches are based in Addis Ababa. Since it is difficult to collect data from large number of AGH's employee because of recruitment and selection are nominally targeted at core employees the study was delimited to 120(one hundred) respondents (100(one hundred) respondents from employees, 20 (twenty) respondents from management of AGH including and HR department higher experts and team leaders. This was facilitated mobility to target population as well as to cut down cost comparatively. Other factors like time and convenience were also taken into consideration.

The study is further delimited to questionnaires and interview question to collect data from respondents because of the availability and accessibility of information.

Therefore, the findings obtained were only reflecting the practices recruitment and selection in branches and head office of Agency for government houses in Addis Ababa.

### **1.8. Organization of the paper**

This paper comprises five chapters as indicated below:

The study consists of five chapters. The first chapter consists of the background to the study, statement of the problem, Scope of the study, Objective of the study and significance of the study and lastly the organization of the study. Chapter two deals with literature reviews of concepts relevant to the study. In chapter three, the methodology adopted to conduct the research was stated. This chapter deals with issues such as the research design, instrument and data collection tools and data analysis. Chapter four deals with data presentation, discussion and analysis. The last chapter indicates the findings of the study, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter deals with the assessment of literatures which relate to the topic the recruitment and selection practices of organization. Several literatures are selected and relevant areas reviewed and evaluated. This chapter provides information about aspect of previous works which relate to this study as well in view of this, a number of presentations culled from various sources are under review here.

#### **2.1. The Concept of Recruitment**

According to Edwin (1984), recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization. Recruitment is the activity that links the employers and the job seekers. Based on the definition provided by Edwin B. Flippo, recruitment can be seen as the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their application are submitted. The result is a pool of applicants from which new employees are selected.

The recruitment efforts should make sense in terms of the company's strategic plans and the recruiting method adopted also should be effective. Some recruiting methods are superior to others, and it depends on the type of job for which recruitment is made.

Recruitment performs the essential function of drawing an important resource – human capital – into the organization (Barber, 1998). According to Barber “Recruitment includes those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees”. Similarly Newell and Shackleton (2000) refer to recruitment as “the process of attracting people who might make a contribution to the particular organization”. Both these definitions highlight a primary objective of recruitment, and that is to identify and attract future employees.

Whereas recruitment is aimed at attracting individuals to an organization, selection is aimed at identifying the most qualified from among those individuals. Bratton and Gold (2003) define selection as “*the process by which managers and others use specific instruments to choose from a*

*pool of applicants a person or persons most likely to succeed in the job(s), given management goals and legal requirements”.*

Rynes (1990) suggested that recruitment encompasses all organizational practices and decisions that affect either the number, or types, of individuals who are willing to apply for, or to accept, a given vacancy (cf. Russo et al., 1995). Rynes (1991) also suggested that job and organizational attributes may be the dominant factors in applicant attraction; and that applicant perception of job and organizational attributes, such as compensation, the work environment, internal career paths and the type of work, have a positive direct effect on applicant attraction to firms (cf. Turban et al., 1998).

According to Costello (2006) recruitment is described as the set of activities and processes used to legally obtain a sufficient number of qualified people at the right place and time so that the people and the organization can select each other in their own best short and long term interests. In other words, the recruitment process provides the organization with a pool of potentially qualified job candidates from which judicious selection can be made to fill vacancies. Successful recruitment begins with proper employment planning and forecasting. In this phase of the staffing process, an organization formulates plans to fill or eliminate future job openings based on an analysis of future needs, the talent available within and outside of the organization, and the current and anticipated resources that can be expanded to attract and retain such talent. Also related to the success of a recruitment process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. These applicants are usually recent high school or university/technical College graduates many of whom have not yet made clear decisions about future careers or are contemplating engaging in advanced academic activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels. The focus of recruitment and selection according to Montgomery (1996) is on matching the

capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job. Jovanovic (2004) said recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. For this reason, top performing companies devoted considerable resources and energy to creating high quality selection systems.

Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success Jovanovic (2004). Due to the fact that organizations are always fortified by information technology to be more competitive, it is natural to also consider utilizing this technology to re-organize the traditional recruitment and selection process through proper decision techniques, with that both the effectiveness and the efficiency of the processes can be increased and the quality of the recruitment and selection decision improved. A human resource information system is a system exploited to acquire, store, manipulate, analyze, retrieve, and distribute relevant information regarding an organization's human resources (Huselid, 1995). The purpose of the system is to support human resource services from the strategic level down to the tactical and operational levels. Many decision-making problems, including recruitment and selection, are herein involved.

The system facilitates automated or computerized procedures to solve the problems, and is of vital importance as an aggressive tool in the information age. Researchers indicate that effective recruitment practices and policies enable boards to find the best candidate for their organization. The personnel function becomes especially important when recruiting and selecting new administrators. A critical role for human resource management is how to elicit positive reactions from candidates when discussing administrative roles. When opportunities are presented to employees to move towards careers in administration (i.e., tapping shoulders of potential candidates), often a negative reaction occurs. People without administrative experiences have negative perceptions and views of the role of the administrator. In attempts to attract and support individuals to the administrator's position it is necessary to identify what barriers prevent potential candidates from applying to the pool. Job complexity and workload are perceived by employees as the two considerations having had the greatest impact on the number of applicants for administrative positions. Other factors include poor remuneration as it relates to demands and

expectations of the job and lack of resources and support structures in. Many highly qualified, competent, and talented employees dismiss careers in administration because they do not want to sit in an office all day. Until some alternative image is understood, or at least some support and resources put in place, a problem of pre-screening and identification will not likely improve (Mullins, 1999).

## **2.2. The concept of selection**

According to Abram (1979), selection is by which an organization chooses from a list of applicants the persons who best meet the selection criteria for the position available considering current environmental conditions. Furthermore, Rudman (2010) said, "Getting the right people is practical guides that will help employers implement constantly high quality human resource practices in recruitment and selection." What can be understood from this idea is that effective implementation of quality human resource highly depends on the availability of successful recruitment and selection. This is to mean that selection should be given great attention as it helps to attract qualified candidates. Similarly, Ivancevich (1998), stated that selection refers to choosing the applicants who have the highest chance of meeting the organizations standard of performance. From this definition it can be deduced that selection is a core point which interacts the organization with the applicants by determining the possible criteria.

Assessment is the application of systematic processes to understand the performance of individuals or groups, either currently or in a predictive sense. Performance management has been defined (Armstrong and Baron, 1998) as 'a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors'.

### **2.2.1. Environmental Circumstances Influencing Selection**

Ivancevich (1998) grouped environmental influences as internal and external. As he said, number of characteristics of the organization can influence the amount and type of selection process it uses to hire needed employees which are considered as internal environmental influences. These are size, Complexity, technological volatility and so on. On the other hand, external environmental influences such as employment laws and unemployment rates are determinants in

selection. Accordingly, both federal and state laws have an impact on organization's selection system. Similarly, low degree of unemployment rates make hard to attract and hire the number of people needed, hence it is clearly stated that both the internal and external environments have their own influence in the success of selection.

### **2.2.2. Selection Criteria**

It is acceptable that the goal of any selection is to accurately determine which applicants possess the knowledge, skills, abilities and other characteristics. Ivancevich (1998), categorized the typically used criteria into

- A. Education
- B. Experience
- C. Physical characteristics
- D. Personal characteristics and personality type

#### **A. Education**

Many cognitive, motor, physical and interpersonal attributes are present because of genetic predispositions and learning. This implies that education is important to select qualified applicants according to their certification from their institutions.

#### **B. Experience**

Another selection is experience. Many selection specialists believe that past performance on a similar job might be one of the best indicators of future performance. Moreover, employers often consider experience to be good indicator ability and work related attitudes.

#### **C. Physical characteristics**

In the past many employers used physical characteristics as a criterion. Employers were more likely to hire and pay better wages to taller men, flight attendants and receptionists were hired on the basis of beauty. Such practices, however, resulted in discriminating ethnic groups, women and the handicapped. Thus, these practices are illegal unless a physical characteristic is directly related to work effectiveness such as a blind to be a pilot which is really impossible.

#### **D. Personal characteristics and personality types**

The personal characteristics and personality types category includes marital status, sex, age, and so on. Some employers, for instance, prefer married employees because they are assumed to be stable and have a lower turnover rate. On the other hand, other employers prefer single employees who may be more open to a transfer. This category can also include certain aptitudes and skills. Other personality traits such as emotional stability, extroversion, openness to experience, agreeableness and conscientiousness also have their role as they are included in this criteria.

### **2.2.3. The selection process**

According to Robertet al. (1994), there could be various steps in selection. Similarly, Ivancevich (1998) explained that the selection is usually perceived as a series of steps through which applicants pass. Even though the series not universal, the common steps of selection process are:

- A. Preliminary screening
- B. Employment interview
- C. Employment tests
- D. Background and reference checks
- E. Selection decision and
- F. Physical examination

#### **A. Preliminary screening**

This step focuses on application form which summarizes the applicant's personal history and qualifications. This step could further include name, address, age, sex, education, experience, residence, etc.

#### **B. Employment interview**

The next step in selection process is conducting interview with the applicants. There are a number of general types of employment interviews available for organizational use. These differ along at least in two important dimensions how structured the interview is and whether it focuses on gathering historical information about the applicant or attempts to place the applicant in a hypothetical situation to assess how she or he might respond in the future. Hence, the types of interview could be structured and unstructured.

#### **C. Employment tests**

Various kinds of tests can be used for selecting employees. These tests could be cognitive ability tests, psychomotor ability simulation, affective ability tests, honesty tests and other kinds of tests.

#### **D. Background and reference checks**

If you have ever applied for a job, you are probably asked to provide a list of people whom the organization can contact to get adequate and real information about you.

#### **E. Selection decision**

The next step is selection decision. The employers are required to a right decision on what kind of applicants and how many applicants to be selected for the organization to fill the vacant position.

#### **F. Physical examination**

This step implies examining employees by ordering them to accomplish practical activities. This step is intended to prove how effective the selected applicants are for the organization though it is not common in all organizations. Generally speaking, selection is vital for the application of successful choice of candidates for an organization. Hence, it requires careful attention as the success of any organization is highly dependent on employee's qualification.

### **2.3. Sources of recruitment**

Researchers face many decisions when selecting recruitment methods. Issues to consider include the type of sample (random or convenience), cost, ease, participant time demands (e.g., total time, days of week, and time of day), and efficiency (e.g., staff hours per recruited participant). Researchers have a number of methods from which to choose, including advertising, direct mail, and telephone. Advertising can be used both to publicize a study and to recruit participants. Recruitment via advertising has the advantages of low cost and convenience, but the samples are non-random and often highly motivated, and youth may be especially hard to reach this way. Recruitment via mail is also low in cost and convenient, but youth are difficult to reach by mail and return rates tend to be low. An added problem with mail requests or surveys is that one can never be certain who completed the request/survey (Armstrong, 1991). Institutions or events (such as medical offices, schools, community sports organizations, health fairs, community events, and churches) often are used as a setting for recruitment. Schools present a promising avenue for the recruitment and assessment of youth. Their primary advantage is that they house a



large number of children in one place and present a captive audience, although parental consent usually is still required. However, recruitment of participants from schools may meet resistance from school administrations for political or practical reasons. Additionally, recruitment at schools may not achieve the goal of sample representativeness as student characteristics vary between different types of schools (e.g., private vs. public) and between schools in different neighborhoods. Recruitment at schools may not be appropriate in studies having a family or neighborhood context, requiring a greater dispersal of participants from a larger area, or focusing on data collection in the home. Door-to-door recruitment is another option. For large studies, this recruitment method can be costly in terms of staff time and travel expenses, and it is difficult to assure that recruiters randomly sample homes. Despite these concerns, door-to-door recruitment may be a necessary recruitment strategy for certain potential participants (e.g., those who do not have a residential phone) (French, 1982).

Telephone recruitment has an important advantage over these methods in that it can be used, in a fairly straightforward way, to randomly select respondents from the larger population. The telephone provides a relatively low-cost, effective means of contacting many households, as is often required for large-scale etiological research, and of making a quick determination of eligibility and willingness to participate in the study. Disadvantages of the telephone method include its limitation to households with telephones, the problems of missing or changed phone numbers, challenges presented by technology (such as answering machines or caller ID) that complicate the ability to reach people, and relatively easy refusal or termination of the conversation by unwilling respondents. Perhaps the largest problem with telephone contact methods involves rates of non-response. Kaplan and Norton (2004) found that the number of people who refused to provide screening information tended to be higher by telephone than in person. However, refusals over the telephone tend to be less likely than with mailed surveys (Kelly, 2006). It should be noted that telephone methods can be used not only for recruitment, but also for data collection. Recent advances in telephone survey methodology have made telephone recruitment and surveying an increasingly attractive option in many research fields (Kaplan & Norton, 2004). Random digit dialing which involves calling numbers completely at random (since

the digits are randomized), is used mostly in household survey research. Other systems, such as computer-assisted telephone interview programs, are used in marketing research and can be adapted for telephone recruiting and data collection in studies requiring specific samples. Working from an appropriate database of phone listings, the system, computer-assisted telephone interview can be used to select and queue numbers randomly, set specific quotas on key respondent variables (e.g., age, sex), and keep track of interviewer productivity and call outcomes. Job posting refers to the practice of publicizing an open job to employees (often by literally posting it on bulletin boards) and listing its attributes, such as criteria of knowledge, qualification, skill and experience. The purpose of posting vacancies is to bring to the attention of all interested persons (inside or out of the organization) the jobs that are to be filled. An organization needs to analyze the benefits and disadvantages of recruiting its personnel through internal or external sources and, where the latter is selected, whether formal or informal systems should be used. There are sound reasons for recruiting from sources within the organization:

- The ability of the recruit is known so it is easy to assess potential for the next level. By contrast, assessments of external recruits are based on less reliable sources, such as references, and relatively brief encounters, such as interviews.
- “Insiders” know the organization, its strengths and weaknesses, its culture and, most of all, its people.
- Promotions from within build motivation and a sense of commitment to the organization. Skilled and ambitious employees are more likely to become involved in developmental activities if they believe that these activities will lead to promotion.

Internal recruitment is cheaper and quicker than advertising in various media and interviewing “outsiders”. Time spent in training and socialization is also reduced. At the same time, several disadvantages exist:

- Sometimes it is difficult to find the “right” candidate within and the organization may settle for an employee who possesses a less than ideal mix of competencies.
- If the vacancies are being caused by rapid expansion of the organization there may be an insufficient supply of qualified individuals above the entry level. This may result in people being

promoted before they are ready, or not being allowed to stay in a position long enough to learn how to do the job well.

- Infighting, inbreeding, and a shortage of varied perspectives and interests may reduce organizational flexibility and growth, and resistance to change by those who have an interest in maintaining the status quo may present long term problems.
- In times of rapid growth and during transitions, the organization may promote from within into managerial positions, regardless of the qualifications of incumbents. Transition activities and rapid organizational growth often mask managerial deficiencies; it is not until the growth rate slows that the deficiencies become apparent and, then, the organization finds it difficult, if not impossible, to undo the damage. The resulting cost of remedial training can prove prohibitive.

Recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project. For example, use of focus groups and pilot studies that involve the community and pre-recruitment publicity can lead to higher rates of consent (Drucker, 1999). From the above, the sources of recruitment and selection are through advertising, via the internet and so forth. However recruitment and selection is faced with lots of challenges.

## **2.4. Methods of Recruiting**

According to Ivancevich (1998), most organization must use both in internal and external sources to generate sufficient applicants. The choice of recruiting method can make all the difference in the success of the recruiting effort. To make it clear, methods of recruitment play mandatory role in the success of recruitment in a given organization.

### **A. Internal Recruiting**

Internal recruitment often conducted through internal job posting and/or inside moonlighting (a term used to refer to holding a second job outside of normal working hours) where jobs are posted internally in a way that all current employees who might be interested in the vacancy can apply (Ivancevich, 1998). Internal requirement is one of the ways where organizations give bonuses for their employees or let them invite their friends and relatives to perform additional activities which contribute for the success of the organization.

**B. External Recruiting** In situations where organization faced shortage of adequately skilled human resources, they may seek for external candidates through a number of approaches such as media advertisements, employment data bases, employment agencies, executive, search firms, special events recruiting, educational institutions and summer internships (Ivancevich, 1998). This indicates that organization can use various external methods to recruit qualified candidates. The external method of recruiting could play an important role in providing adequate applicants so that qualified candidates can be recruited.

### **2.5. Recruitment and selection process**

Odiorne (1984) indicated that the quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the calibre of candidates attracted. Indeed Smith et al. (1989) argue that the more effectively the recruitment stage is carried out, the less important the actual selection process becomes. When an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. This may already have been conducted through the human resource planning process, particularly where recruitment is a relatively frequent occurrence. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy.

According to Odiorne, (1984) one result of effective recruitment and selection is reduced labor turnover and good employee morale. Recruiting ineffectively is costly, since poor recruits may perform badly and/or leave their employment, thus requiring further recruitment. In a cross national study of recruitment practices, suggests that, in reality, recruitment practices involve little or no attempt to validate practices. Personnel managers tend to rely on feedback from line managers and probationary periods and disciplinary procedures to weed out mistakes. Firms with high quit rates live with them and tend to build them into their recruitment practices and they do not analyze the constitution of their labour turnover. A number of recent studies have suggested

that some recruitment methods are more effective than others in terms of the value of the employees recruited.

Miyake, (2002) indicated that while advertising is usual for job vacancies, applicants were sometimes recruited by word of mouth, through existing employees. Besides being cheaper, the “grapevine” finds employees who stay longer (low voluntary turnover) and who are less likely to be dismissed (low involuntary turnover). People recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. Miyake, (2002) reviewed five studies in which average labor turnover of those recruited by advertising was 51 per cent. The labor turnover for spontaneous applicants was 37 per cent and turnover for applicants recommended by existing employees was 30 per cent. One hypothesis proposed to account for this was the “better information” hypothesis. It was argued that people who were suggested by other employees were better and more realistically informed about the job than those who applied through newspapers and agencies. Thus, they were in a better position to assess their own suitability. Better informed candidates are likely to have a more realistic view of the job, culture of the organization and job prospects. Burack, (1985) argues that recruitment sources are significantly linked to differences in employee performance, turnover, satisfaction and organizational commitment. In a survey of 201 large US companies, Burack asked respondents to rate the effectiveness of nine recruitment sources in yielding high-quality, high-performing employees. The three top ranked sources were employee referrals, college recruiting and executive search firms. However, Burack, (1985) cautions that, while these general results are useful, there is a need for greater internal analysis of the relative quality of recruits yielded by different sources. In a study assessing the recruitment of new graduates, Kersley et al (1997) reiterated the anticipatory socialization stage for students planning to enter professions, and in particular the effects of recruitment and selection experiences on career expectations and orientation. They agreed that the nature of students’ job search activity, the possession of relevant work experience, and exposure to employers through recruitment and selection activities may form part of the “evolving sequence of a person’s work experiences” which contributes to anticipatory socialization. It has been argued that exposure to employers through recruitment and selection is a social process where employers and potential

employees gradually perceive a match. Through job search activities and awareness of employers' recruitment literature and events, students gather information about organization's goals, values, and climate and work practices to guide their ultimate decision. Exposure to selection procedures provides information about the culture and attributes of an organization, and candidates form judgments from their perceptions of the fairness of the selection methods used.

Delery and Doty (1996) argued that providing students with greater awareness of employment opportunities, and equipping them with the ability to be proactive in approaching potential employers, will lead to more effective career self-management and selection processes.

There is also evidence that employers prefer graduates with a broader range of skills than just academic knowledge and greater appreciation of business needs both of which can be gained through work experience and awareness of employers' recruitment and selection procedures. Using a sample of students in two traditional and one emerging profession (law, accountancy and human resource Management), the study examined the extent of career-related pre-employment work, recruitment and selection experiences and the relationship between these experiences and career expectations. The focus on professions reflects the expectation that anticipatory socialization is likely to be greater amongst these students. Although most students in their final years of university training will have had some contact with potential employers, students in dedicated professional courses are likely to be provided with information earlier in their training about potential employment in the profession. This is partly because of the prescribed nature of the degree, the mandatory post-degree training required for membership of the professional institute, unlike the problems identified in general degree courses, because lecturers are likely to have closer ties to the practicing profession. Students in traditional professions, therefore, are exposed earlier to the values of the profession, such as a commitment to client service and a professional code of conduct. The mandatory nature of this training also makes it likely that such a socialization process persists despite idiosyncratic events within a profession; for example, recent concerns with corporate governance within accountancy which may have adversely affected the attractiveness of the profession for students and hence may impact recruitment into the profession (Burack , 1985).

According to Ivancevich (1998) recruitment is concerned with developing a pool of job candidates in line with the human resources plan. This implies that recruitment is a core process which refers to attracting qualified employees candidates to the organization by conducting careful investigation either inside the organization to fill vacant position In other words, recruitment refers to organizational activities that influence the number and types of applicants who apply for a job. People may or may not accept the recruitment. As it is stated by Ivancevich (1998), whether people respond to the recruiting effort depends on the attitudes they have toward the tasks and the organization. This implies that people can accept the recruitment if they like the tasks to be performed as well as the organization they are Applying for a job. According to this view, it is clearly understood that successful recruitment respond exists if the candidates have positive image up on the tasks and the organization.

Roberts (1997) stated, "Recruitment and selection is often viewed as the process up to the decision on the candidate." This implies that great attention should be given to recruitment and selection through careful examination of the candidates in their quality. Collings and Wood (2009) added, "There are many definitions of recruitment and selection. However, all contain common elements; they focus on attraction, identification and retention of staff." This indicates that recruitment and selection might be just one stage in the human resource cycle for a firm, but it can have a significant impact on its future effectiveness, productivity and viability. In other words, recruitment and selection are basic stages that play mandatory role in the success of any organization. Beam (2001) also said, "Recruitment is a process of attracting qualified people to fill available positions; whereas, selection is a process of identifying and choosing from among those recruited candidates. " This quotation a clearly indicates that recruitment is the key instrument to get candidates who possess the required qualities to ensure organizational achievement. Hence, it is unquestionable that recruitment is the way to organizational success by choosing appropriate candidates as much as possible. Recruiting job may be difficult. According to Ivancevich (1998), the difficulty of recruiting a job depends on things such as government and union restriction, the labor market, the employer's requirements and candidate's preferences. This justifies that the success of recruitment is the contribution of government, market availability,

criteria of employers as well as the interests of candidates. Frankly speaking, effective recruitment is the result of multidimensional factors.

## **2.6. Challenges of Recruitment and Selection**

According to Kaplan and Norton, (2004) a common problem in recruitment and selection is poor HR planning. Rigorous HR planning translates business strategies into specific HRM policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labor market are important in recruiting and deploying appropriate employees at the right time. Past research shows that the competency level of HR managers has a major influence on recruitment and selection and experienced HR experts within the HR department will not only shorten vacancy duration, but also improve the quality of the applicants. Moreover, effective recruitment and selection is possible only if there is a dedicated and competent HR team (Kaplan and Norton, 2004)

In the strategy implementation phase, the extent of recruitment and selection strategic integration can be gauged through four distinctive indicators. These indicators are: the timely supply of an adequately qualified workforce, effective job analysis and descriptions, effective selection, and the involvement of line managers in the recruitment and selection practices. A key source of uncertainty in the business strategy implementation is whether there is a timely supply of adequate qualified people, and to a great extent this uncertainty involves the quality of employees. For instance, a firm might decide to leverage a different human capital pool in terms of skills and education level than its rival firms as a competitive strategy even within the same industry to develop specific capabilities or to develop a HR process advantage. An organization can successfully eliminate this uncertainty if its recruitment and selection policies and practices are strategically integrated with business (Whitmell Associates, 2004). Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not be able to effectively



perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job. For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Johnston, 1999).

A range of methods, such as application forms, interviews, formal tests, references, assessment centers and official transcripts are used by firms in the selection process. A firm needs to choose a method that is most appropriate to the job positions. HR experts generally drive the staffing process and the purpose of the staffing is to fulfill the requirements of business, and the skill levels presented by each new recruit is likely to be judged better if the line managers are involved in the recruitment and selection process. (Dess and Jason, 2001) suggest that in business strategy implementation the involvement of line managers in the entire staffing process (i.e., drafting of job descriptions, setting selection criteria and being on the panel of recruitment) is vital for ensuring recruitment and selection to meet business needs. In other words, the line managers are the owner of the recruitment and selection process along with HR playing a facilitator role.

Scholars have argued that other key issues and controversies run through analyses of human resource management and recruitment and selection: efficiency, control, and the difficulty of orienting practice towards social justice are often cited. The first two problematic, as (Burton, 2001) notes, have been central to the management of people for as long as managers have been present in organizations. The latter is also common across all organizations, but is a particular academic and policy concern for smaller or growing organizations (Burton, 2001). In recruitment and selection practice the construction of formalized selection frameworks and norms of acceptable discrimination may be seen as an attempt to enable managers to navigate between efficiency, control and social justice. In their advice on how to achieve the perfect fit of person, organization and job, they argue that selecting on the basis of managerial opinion is 'utterly unscientific and unreliable and that managers are 'liable to be turned this way and that by the

most inconsequential of considerations'. In place of this unsatisfactory state of affairs, these authors propose that physiognomy and the physical self provide the key to 'unlocking the inner secrets' of the individual seeking employment, and therefore should inform the selection process. Managers are advised to assess nose, forehead, chin, habitual facial expression, digestion, skin texture, and elasticity of muscle as found in Blackford and Newcomb, 1914 early people management textbook. The underlying philosophy of this process is that everything about man indicates his character and as much information as possible should be collected to inform a decision - their list also includes religious belief and marital status.

Taking heredity and environment as bases for granting or denying access to an organization and job is now legally unacceptable. The argument presented by Blackford and Newcomb (2002), particularly in relation to skin, color and its predictive properties, could be seen as a product of its time and place. However, it is important to note that the study is based on what was then seen as a sound scientific set of ideas and tests, which proved the premises underlying the suggested practice. Recruitment may be conducted internally through the promotion and transfer of existing personnel or through referrals, by current staff members, of friends and family members. Where internal recruitment is the chosen method of filling vacancies, job openings can be advertised by job posting, that is, a strategy of placing notices on manual and electronic bulletin boards, in company newsletters and through office memoranda. Referrals are usually word-of-mouth advertisements that are a low-cost-per-hire way of recruiting. Internal recruitment does not always produce the number or quality of personnel needed; in such an instance, the organization needs to recruit from external sources, either by encouraging walk-in applicants; advertising vacancies in newspapers, magazines and journals, and the visual and/or audio media; using employment agencies to "head hunt"; advertising on-line via the Internet; or through job fairs and the use of college recruitment.

## **2.7. The Changing Context of Recruitment and Selection Decisions**

Much of the recent literature on personnel management has emphasized the necessity for the recruitment and selection of employees who are committed to the goals of the organization. Recent waves of organizational restructuring have dramatically changed and, in many cases,

destroyed existing employment relationships. As traditional autocratic structures flatten and organizations utilize multidisciplinary teams to remain competitive, the need for strategic and transparent systems becomes paramount (Bingley et al, 2004). Bingley et al, (2004) suggested that, increasingly, many organizations are being transformed from structures that are built on functions and jobs, to those where focused, self-directed work teams, made up of empowered individuals with diverse backgrounds, are replacing traditional specialized workers. Cran, (1995) highlighted that firms need adaptable people who can adjust to rapidly changing customer needs and operational structures, while Burton (2001) argues that employees, and the way they work, comprise the crucial difference between successful and unsuccessful organizations. He argues that as technology increases and product life cycles shorten, the major source of competitive advantage will be the individual worker. Delery and Doty, (1996) further developed this view of the prevailing business environment and reiterated that: with the sweeping changes in today's business climate and the rise of re-engineering to meet the needs of organizations in the area of downsizing or cost diminution, (search) firms must be equipped to recruit individuals who can operate in a non-structured or "virtual" organization. Even in today's technically advanced business environment, the human factor will always be instrumental to the success of an organization.

Furthermore, Drucker, (1999) indicates that, as companies downsize, "delayer" and try to boost productivity with fewer people, those that remain are being asked to assume more tasks, roles and responsibilities. He proposes that, as this trend continues, companies will be asking fewer employees to know more, do more, change more and interact more and thus interest is increasingly focused on identifying the recruiting sources that are most likely to yield high quality employees and the selection methods that best predict future job performance. Arguments such as these have led to suggestions that the critical organizational concern today is the hiring or promoting of the best qualified people while still meeting all regulatory requirements. Studies of many scholars show a number of common failings in the recruitment and selection process. Included among these failings were: a) No obvious link with HR strategy, resourcing strategy and broader business and Organizational goals; b) Use of referencing for short listing; c) Unclear use

of structured interview design and application; d) Increasing use of invalid prediction methods; e) Lack of widespread monitoring and lack of remedial action in those organizations that did monitor recruitment; f) Lack of validation of situation specific selection procedures.

These results are suggestive of an inability or unwillingness to appreciate the strategic imperative of effective recruitment and selection practices. Smith and Robertson (1993) argue for greater precision in recruitment and selection and caution that a company can be dragged to its knees by the weight of ineffective staff which decades of ineffectual selection methods have allowed to accumulate. Smith and Robertson, (1993) further noted that the problem of inefficiency may be as a result of a difficulty in distinguishing good practice from common practice. Should this be the case then the problem may lie less with the processes utilized and more with the traditional perception of what constitutes effective, valid recruitment and selection practices. The traditional perspective on recruitment and selection assumed a rational framework, where the largely objective qualifications of the individual were matched to the requirements of the job (Stoner and Freeman, 1992). The assumptions of the rational model imply that those making the decisions have real knowledge about the job, real knowledge about the applicants' job relevant qualifications, can objectively compare these qualifications with the job demands and select the applicant with the best match.

However, more recently, there is growing evidence to suggest that the notion of 'fit' as it relates to suitability has assumed heightened significance in organizational settings. Kersley et al, (1997), defines 'fit' as the degree to which the goals and values of the applicant match those of individuals considered successful in the organization. Kersley et al, (1997) further highlights this notion of fit as the key to job success: Think back in your career and ask yourself, of all the people you know who failed in a job and were terminated, how many of them failed because they lacked the right educational degree, the right job experience, or the right industry background? In all likelihood, most of them failed because of inadequate interpersonal skills, an inability to communicate, or because they just didn't fit in with the culture; in other words bad chemistry. More specifically, (Armstrong, 1991) identify the "organizational chameleon" as a corporate creature who embodies the perfect fit in terms of organizational demands for values, beliefs,

attitudes and so forth, while advocating that an organizational analysis be carried out prior to making staffing decisions to identify the dominant values, social skills, and personality traits required of potential job applicants. Such an approach challenges the rational model of recruitment and selection and brings into focus the “form versus substance” issue. According to (Armstrong, 1991), the core of this problem is associated with the difficulties involved in distinguishing candidates who are truly qualified (i.e. substance) from those who simply construct images of qualifications and competence (i.e. form). This problem is compounded in a situation where candidates actively seek to alter and manage images of competence, with the result that the decision maker is attempting to hit a moving, rather than a stationary, target. In an attempt to explain why the rational model has limited application in the current business environment, Delery and Doty, (1996) find three particular arguments: (1) In an increasingly competitive environment the content of jobs may change quickly over time, because of shifts in corporate strategies or technological innovations. Stable person/job match is unlikely in such unpredictable organizational environments. (2) The increasing use of self-managed teams makes it difficult to view individual jobs as the key unit of analysis. Team members may be given the responsibility of allocating tasks between members and engage in collective problem-solving efforts that can be more meaningfully understood at the group level of analysis. (3) Research has documented that person/job match may not be sufficient to achieve high job satisfaction, commitment and job performance among employees. It is necessary also that employee hold values that are congruent with those of the organization. Delery and Doty, (1996) concluded that this requirement for ‘fit’ encapsulates the congruence of the personality traits, beliefs, and values of the employee with the culture, strategic needs, norms and values of the organization and thus reinforces the necessity for greater empirical evaluation of the mechanisms employed to measure such characteristics.

## **2.8. Recruitment and Selection Practices and Performance**

Recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. While it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement, it is best that much effort is put in the recruitment and selection practices (Randall, 1987).

Recruitment and selection also has an important role to play in ensuring worker performance and positive organizational outcomes. It is often claimed that selection of workers occurs not just to replace departing employees or add to a workforce but rather aims to put in place workers who can perform at a high level and demonstrate commitment (Ballantyne, 2009).

Recruitment and selection play a pivotally important role in shaping an organization's effectiveness and performance, if work organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities, recruiting and selecting staff in an effective manner can both avoid undesirable costs for example those associated with high staff turnover, poor performance and dissatisfied customers and engender a mutually beneficial employment relationship characterized, wherever possible, by high commitment on both sides. Pilbeam and Corbridge, (2006) provide a useful overview of potential positive and negative aspects noting that: 'The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees.'

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

This chapter deals with the methodology adopted in conducting the study. The chapter is organized as follows; research design, sources of data, population and sampling, research instrument (data collection technique), administration of instrument and analysis of data.

#### **3.1. Research Design**

Survey method was used in this research as it is less costly and it is very easy to administer self survey. When administering question for study, there is high flexibility hence making the survey method as the most effective and preferable research design in this study. Data

collection process becomes very easy when using survey method as the required population is studied. This study was involved both qualitative and quantitative research methods.

The procedure appeared best suited for this study because it is fixed sets of questions, and responses are systematically classified, such that quantitative comparisons of the outcome can be made. Primary data were collected through questionnaires from employees and through interview from management members and HR staff.

Secondary data were gathered from journals, annual reports of the organizations of study, text books, internets as well research work and studies that have been done.

### **3.2. Population and sampling techniques**

It is usually very difficult to study the whole 1600 employees in Agency for Government Houses. In this case Simple random sampling method was used in this study, because it is considered the simplest, most convenient and bias free selection method. The total population from selected branches and head office of Agency for Government houses was made up of 120 employees

. The simple random sampling technique was used to select respondents from the various departments with the exception of the Human Resource Department and higher officials and other management bodies. This is basically because the population will have an equal chance of being selected. Significantly, the purposive sampling technique, which is a non-probability sampling technique, was used to select respondents who deal directly with recruitment and selection from the Human Resource Department and management bodies.

This was because the researcher wanted to deal with only typical cases based on the objectives of the study. Information collected from the sample selected will be generalized to the whole population in the agency for government houses

### **3.3. Types of data and data collection tools/ instruments of data collection/ used**

Both primary and secondary source of data were used in conducting the research. In this study, data was collected through questionnaire and interview methods. This consisted of the closed and open ended type of questionnaires. The interview method was used to supplement information provided through the questionnaire method. Questionnaire method used was involved

self administering of questionnaires. This method is selected because accurate and adequate information is collected hence helping in giving a clear and precise conclusions. Additionally, participants researched through this method are given adequate time to respond to the provided questions and hence the possibility of providing accurate answers is relatively high. Questionnaire method is very cost effective as self administration of questionnaires is very cheap as compared to other methods like interview. Since open and close ended questions will be used, participants will be restricted by closed questions and wide range of information will be gathered through open ended questions.

The study also made use of secondary data in collecting information. The sources of the secondary data include books, internet search, articles, and journals among others. This helped to identify how others have defined and measured key concepts, the data sources that of others used and this helped to discover how this research project is related to other studies.

#### **3.4. PROCEDURE OF DATA COLLECTION**

A sample is concerned with the selection of a number of cases or members from within the population to estimate characteristics of the whole population. This becomes necessary because the entire population cannot be studied due to the size, time constraints, cost and inaccessibility.

This study had a population size of 3000 people and this large size made it impossible for the researcher to test every individual member in the population. For this reason, a sample size of one hundred twenty (120) respondents was chosen for the survey. The respondents were selected on the basis of age, sex, service year, and educational qualification. They were sampled using random sampling techniques. The random sampling was used to select respondents who have certain qualities and knowledge of the recruitment and selection practices of the Agency, thus base on the selection of key informants. This technique is used because of the criteria of choice as a function of the knowledge and expertise of the respondents in relation to the suitability of the study.

The first step will involve designing of questionnaires. These questionnaires will be presented for approval by the advisor. After approval, a pretest will be conducted while using a similar population in order to test the effectiveness of these questionnaires. Borrowing permission from



the relevant authorities will be the next step. Once permitted, all the participants will be informed about the study and offered with approval forms in order to indicate that they have accepted to partake in the study.

Copies of the questionnaire were distributed to respondents at work places. After some time, the researcher went back and collected the answered questionnaires. The researcher explained the questions to the respondents thoroughly after copies of the questionnaire were given to them. The purpose of this was to help the respondents understand the purpose of the research, and to do away with suspicions, partialities and also to be able to provide their independent opinions on the questionnaire items given them. To have a valid and reliable data, the researcher ensured that the questions were well formulated which allows error minimization.

### **3.5. Data Analysis method used**

Once the data is collected, it would be analyzed in order to extract the relevant information as provided by the research objectives. Since this study involves both quantitative and qualitative information, qualitative data would be analyzed by the use of tables and textual write ups. Data analysis will assist the reader to know how data was collected and tested in the field in order to get accurate results. In this case, the reader would be able to know whether the information provided agreed with the research hypothesis or not. Its central premise is that the use of quantitative and qualitative approaches, in combination, provides a better understanding of research problems than either approach alone.

The study involves survey of different document and questionnaire both open and close ended questionnaires for employees and an interview with management bodies of the AGH, have used. Employee's recruitment and selection would be assessed and quantified by using tables.

Responses were expressed in percentages. Data from the completed questionnaire were checked for consistency. The items were grouped based on the responses given by the respondents. This method was used because it is the best instrument to identify, compare, describe and reach a conclusion.

### **3.6. Validity**

For this study, experts reviewed the objectives of the study and questionnaire items to decide on the appropriateness of the test items and to ensure that all the questions asked in the questionnaire fully exhaust all that are implied by the research questions and hypotheses. The following took part in the evaluation of the content validity: a statistician, the researcher's advisor and the senior colleagues in the field. They examined each item and made judgments on the test items to ensure they represent adequate hypothetical content in correct proportions, paying particular attention to their relevance to the subject matter and their coverage of the entire topic of study. The researcher used content validity as an assessment of how well the instruments represent all the different components of the variables to be measured. To do this effectively, a literature review was conducted and key concepts identified and used in the formulation of questions, which were sent to the experts (statisticians, my advisor and the senior colleagues in the field) to evaluate the content and items against the study. Face validity or logical validity involves an analysis of whether the instrument appears to be on a valid scale. By looking at the instrument, the investigators decided that it has face validity. In this study, face validity was done to check whether the instrument contained the important items to be measured. Not only that, convergent validity describes the extent to which each of the items concurrently measures the issue at stake.

### **3.7. Reliability**

In this study, a set of questions were used to measure the organizational climate in the Agency for government houses, having assessed the pros and cons of each reliability test, the researcher settled for internal consistency because it eliminates the requirement of administering the test to the same respondents twice, thereby risking a change in the respondents' post-test results.

The use of check questions has also been eliminated because it tends to make the questionnaire longer and works better in longer questionnaires than the ones prepared for this research study. Thus the respondent would not be able to easily spot check questionnaires. Thus the test-re-test method was adopted and the Cronbach alpha reliability co-efficient was measured. The method is easy and simple to apply because the respondents and the measuring instrument are the same. Copies of the questionnaires were distributed to the respondents and the process repeated after

sometime. There was high the correlation between the two measurements. Based upon the results of the reliability test, it can be said that the recruitment and selection practice questionnaire itself has proved its internal consistency and that the survey responses could be considered as representative of total and hence generalized to the target population.

### **3.9. Ethical Considerations**

The employees Agency for government houses were treated fairly and the data filled by them in the questionnaire remained confidential. Before issuing the questionnaires permission was taken from the company employees whether they are comfortable in filling up the questionnaires regarding their company's recruitment and selection process or not. Also they were informed that names will remain anonymous and no designation is required so that their answers remain unbiased. They were informed the data collected from them will remain confidential and is for academic use only.

To avoid humiliating situation for the employees and the researcher, no names and designations were taken in the questionnaire. For some of the questions even '*Neutral*' option was given in case they are uncomfortable in answering. The acknowledgment of data sources consulted was taken in to consideration. A final report was to be made available to the organization for perusal.

## **CHAPTER FOUR**

### **RESULTS and DISCUSSIONS**

This chapter explains information gathered from the field through the use of questionnaires. These are analyzed to emphasize response from respondents using various forms of graphical representations. This chapter is also divided into sub-headings to throw more light on questions asked on the field. The first part deals with staff of Human Resource Department while the second part deals with Staffs of other Departments

#### **4.1. Demographic characteristics of respondents**

On demographic data, questions were asked on gender, academic qualifications and number of years at post.

From the population size of one hundred twenty (120), twenty (20) were selected from management bodies of AGH (director general, vice director general process owners of different departments including HR department) for interview questionnaires. While one hundred (100) staff members of the other departments employee were also selected. In dealing with gender, there were 38 females with 62 males

One hundred (100) questionnaires were issued to be filled by the employees of Agency for government houses about the process of recruitment and selection in their organization. All of one hundred (100) questionnaires were distributed; amongst which about 100 had valid and complete responses.

The questionnaires were sorted on the basis of gender as mentioned in Table 4.1. It shows that 62 male participants and 38 female participants actively participated in the survey and successfully completed the questionnaires. The profile of the respondents with regard to age, sex, years of service in the organization and qualification, which is included in the general information part of the questionnaire, are summarized and presented below in the following table

**Table 4.1. Classification of respondents by gender, age group, years of service and level of education**

General Information of Respondent	Respondents'	
	No.	%
<b>I. Gender</b>		
1. Female	38	38%
2. Male	62	62%
Total	100	100%
<b>II. Age</b>		
18-25	5	5%

26-35	13	13%
36-45	31	31%
Above 45	51	51%
Total	100	100%
<b>III. Years of Service</b>		
Less than 5	5	5%
5 – 10	11	11%
10 – 15	14	14%
More than 15 years	70	70%
Total	100	100%
<b>IV. Level of Education</b>		
Diploma	22	22%
BA, BSC, LIB	54	54%
Masters	19	19%
Others	5	5%
Total	100	100%

*Source: Data extracted from questionnaires, 2015*

#### **4.2 Number of Years Spent at Agency for government houses**

As it is shown in the above table 4.1, out of the 100 respondents 12(12%) have served the organization for less than five years, 10(10%) of the respondents have served for five to ten years, 14 (14%) have served for ten to fifteen years and 64(64%) of the respondents have served the agency for more than 15 years. Most of AGH employees are surviving for long years. The experience of the respondents has helped them determine the challenges of recruitment and selection of candidates for the Agency for government houses.

#### **4.3. Professional Qualification of Respondents**

From this table 4.1 one realizes that the educational level categories that out of the 100 respondents, 3(3%) are masters degree holders, 47(47%) are first degree holders, 36 (36%) of the

respondents are diploma holders and the remaining 14(14%) of the respondents are other than the specified educational levels. From the chart it is realized that the organization has several level of qualified personnel to help carry out the day to day activities of the institution.

This shows that most of the workforces of the Agency are educated enough to run the job as needed as by government.

**Table.4.2. Availability of Clear Policy for Recruitment and Selection.**

AGH has Clear Policy for Recruitment and Selection of Employee	Respondents	
	Response	Number
Strongly agree	43	43%
Agree	49	49%
Neutral	2	2%
Disagree	5	5%
Strongly disagree	1	1%
Total	100%	100%

*Source: Data extracted from questionnaires, 2015*

From this table4.2 one realizes that the researcher wanted to know if the agency had clear policy, guidelines and plan for recruiting and selection of employees, responses are as follows;

Out of 100 respondents, 49[49%] agreed with the question, that the Agency had a clear Policy, guidelines and annual plan for Recruitment and Selection of Employees for recruiting and selection of employees 43[43%] strongly agreed and 5[5%] respondents disagree and One/1/ [1%] respondents strongly disagreed.

**Table 4.3 Availability of plan for Recruitment and Selection.**

AGH has plan for Recruitment and Selection of Employee	Respondents	
--	-------------	--

Response	Number	Percentage
Strongly agree	50	43%
Agree	34	49%
Neutral	2	2%
Disagree	15	5%
Strongly disagree	1	1%
Total	100%	100%

From this table 4.2 one realizes that the researcher wanted to know if the agency had clear policy, guidelines and plan for recruiting and selection of employees, responses are as follows;

Out of 100 respondents, 34[34%] agreed with the question, that the Agency had a clear Policy, guidelines and annual plan for Recruitment and Selection of Employees for recruiting and selection of employees 50[50%] strongly agreed and 15[15%] respondents disagree and One/1/[1%] respondents strongly disagreed.

**Table 4.4 the availability of recruitment policy, guideline and plan implementation in AGH.**

To what extent is the recruitment policy, guideline and plan implemented properly?	Response	
	Respondents	Percentage
To a very great extent	20	20%
To great extent	13	13%
Neutral	7	7%
To some extent	4	45

To less extent	56	56%
Total	100	100%

*Source: Data extracted from questionnaires, 2015*

Table4.3 shows Respondents were further asked to what extent are policy, guideline and annual plan implemented in the organization.

Twenty (20) respondents sated that recruitment and selection policy, guideline and annual plan are implemented to a very great extent, thirteen(13) respondents stated that recruitment and selection policy, guidelines and annual plan are implemented to great extent, seven(7) respondents are neutral from giving opinion about it, four(4) respondents stated that the agency implemented these to some extent and fifty six(56) respondents stated that the Agency for government houses implemented recruitment and selection policy, guidelines and annual plan to less extent. This shows that even though the agency for government house has clear policy and guideline, do not implement according to Agency's annual plan of recruitment and selection. Therefore the recruitment and selection practice policy, and plan is not well implemented according to the government need. This is highly exposed for corruption and other un ethical phenomenon which is obstacle for good governance.

#### **4.5. Provision Of Equal opportunities for all applicants of the organization**

AHG give equal opportunity for all employees when it comes to recruitment and selection	Respondents	
	Number	Percentage
Responses		
Strongly agree	10	10
Agree	23	23
Neutral	2	2
Disagree	55	55
Strongly disagree	10	10



*Source: Data extracted from questionnaires, 2015*

As it is illustrated in the above table Respondents were further asked if there were equal opportunities for all potential employees, out of one hundred respondents, ten (10) strongly agreed, twenty three (23) agree that there were equal opportunity for all, two (2) respondents were didn't give any opinion, fifty-five (55) were disagree while 10 respondents are strongly disagree that there were that there existed equal opportunity as some potential employees already know their fate before interviews are conducted, thus there is favoritism on the part of some would be employees.

As it is observed from the table most respondents or fifty three (65) respondents representing 65% of the total population not accepted the argument which says that there existed equal opportunity as some potential employees already know their fate before interviews are conducted, thus there is favoritism on the part of some would be employees

**Table 4.6 the proper sketch out of Job Analysis in the AGH**

Agency for government houses sketch out roles, duties and responsibilities for a particular job.	Respondents	
	Number	Percentage
Responses		
Strongly agree	25	25
Agree	44	44
Neutral	3	3
Disagree	13	13
Strongly disagree	1	1

<b>Total</b>	<b>100</b>	<b>100</b>
--------------	------------	------------

Source: data collected from questionnaires, 2015

This was to find out from respondents if the Agency for government houses outlines roles, duties and responsibilities for a particular job. From the total number of respondents, the majority of forty four (44) representing or 44% of the population agreed in the affirmative that the Agency outlines job analysis like the roles, duties and responsibilities before advertising a vacant position. 25 of the population constituting (25%) respondents strongly agree that the Agency outlines job analysis like the roles, duties and responsibilities before advertising a vacant position. However 15 respondents representing 15% disagreed in that the AGH does outline job analysis in terms of duties and responsibilities before advertising. Five (5) respondents representing 5% strongly disagree that the Agency outlines job analysis like the roles, duties and responsibilities before advertising a vacant position. 3 respondents which represents 3% Of the population neutral from giving neither giving negative nor positive opinion about the Agency outlines job analysis like the roles, duties and responsibilities before advertising a vacant position. From the discussion it is realized that the majority of respondents give affirmative answer with the statement that the agency outlines job analysis before advertising.

**Table.4.7. the roles of good recruitment and selection policy**

Good recruitment and selection policy is used to attract competent human resources for organization	Respondents	
	Number	Percentages
Responses		
Strongly agree	77	77%
Agree	19	19%
Neutral	1	1%
Disagree	3	3%

Strongly disagree	-	-
Total	100	100%

Source: data collected from questionnaires, 2015

As shown in the above table the researcher wanted to know the role of recruitment and selection policy to get competent employees for the Agency, responses are as follows.

Eighty (77) respondents strongly agreed to the argument, nineteen (19) respondents are agreed with the argument which says recruitment and selection policy plays a key factor to obtain competent employees for AGH, 1 (1%) of the respondents neutral to give any opinion about the argument. 3(3% of the respondents disagree the with the argument which says recruitment and selection policy plays a key factor in the extracting competent man power. The data suggest that good recruitment and selection policy is very important to attracting and selecting qualified and competent human power for the organization.

**Table 4.8 how much AGH Relies on Recruiting Agencies**

AGH relies on any agent(s) for the recruitment and selection of employees for your organization	Respondents	
	Number	Percentage
strongly agree	2	2%
Agree	25	25%
Neutral	3	3%
Strongly disagree	57	57%

Disagree	13	13%
----------	----	-----

Source: data collected from questionnaires, 2015

This was to find out from respondents if AGH relies on any recruitment agencies in the selection of employees. Answers from respondents are as follows;

Table Out of hundred (100) respondents, 23 representing 23% of the population agreed that the agency rely on recruiting agencies in the selection of employees, 2 respondents representing 2% of the population strongly disagreed that the agency rely on recruiting agencies in the selection of employees. 57 respondents representing 57% of the population strongly disagree that the agency relies on recruiting agencies in the selection of employees. 18 respondents representing 18% of the population disagree that the agency relies on recruiting agencies in the selection of employees. According to the findings, the majority of the respondents (57%) attested that AGH was not relies on recruitment agencies in the selection of employees in normal way as it is needed by the organization

The researcher further wanted to know if existing employees are considered when there are vacancies, once again 16 respondents representing 16% agreed that existing employees are considered when vacancies are available. 5 respondents representing 5% of the population strongly agreed that existing employees are considered when vacancies are available. 45 respondents representing 45% of population strongly disagreed that existing employees are considered when vacancies are available. 34 respondents constituting 34% disagreed that existing employees are considered when vacancies are available. More so job vacancies are also no made to the public depending on the requirements and number of people needed.

**Table.4.9. Sources of recruitment and selection for Agency for government houses.**

What sources of recruitment are used by AGH for qualify people to fill vacancies?	Respondents	
	Number	Percentage
Internally	27	27
Externally	22	32
Both	41	41

Total		100
-------	--	-----

Table 4.9 depicts how the agency's source for qualify people to fill vacancies. The findings show that the organizations recruit from two main sources: internal (27%) and external (32%) sources. Those who indicate both sources are forty one percent. This finding shows that Agency for government houses rely on both (internal and external) sources rather than using only one source to fill vacancies; the two sources are explored to get the best fit for the job.

**Table.4.10. Methods of Recruitment by AGH**

Which of these methods of recruitment are applicable to the AGH? You may select more than one	Respondents	
	Number	Percentage
Response		
radio Advert	5	
TV advert	5	
Newspaper Advert	50	
Professional Associations	12	
Employment Agencies	27	
Employee referrals	60	

Source: data collected from questionnaires, 2015

In order to know the various types of methods used by AGH in selecting employees, this question was asked. Answers from respondents are as follows;

Five (5) respondents states that the Agency uses Radio adverts in adverting for jobs or as a recruitment section tool.

Five (5) respondents were of the opinion that the agency uses TV adverts as a means of recruiting that is employees inform their friends and relations that the agency has vacancies.

Fifty (50) respondents stated that the agency uses newspaper adverts in adverting for jobs or as a recruitment section tool, respondents explained that newspapers are read by lots of people and therefore lots of people are covered.

Twelve (12) respondents shared that another method of recruiting was through professional associations

Twenty-seven [27] respondents stated that the agency relies on recruiting agencies in selecting employees for the organization.

Finally, Sixty five (60) respondents were of the opinion that the agency uses employees' referrals as a means of recruiting that is employees inform their friends and relations that the agency has vacancies.

According Armstrong, organizations and employers have a number of methods from which to choose, including advertising, employment agencies, and through direct mail. Advertising can be used to publicize and to recruit participants. Recruitment via advertising has the advantages of low cost and convenience according to Armstrong. Drucker, also stated that for organizations to get the best of employees recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project. It is realized from table 10 that responses are more than the number of respondents; *this is as a result of respondents selecting more than one response in relation to the question asked.*

**Table. 4.11. Structured recruitment and selection practices**

Which of the following selection practices had applied at Agency for government houses for new employees?	Respondents	
	Number	Percentage
Educational Qualification	55	55%
Interview	25	25%
Training	20	20%

**Source:** data collected from questionnaires, 2015

Respondents were asked if the agency had a structured recruitment and selection practices for new employees, respondents had this to say;

All one hundred (100) respondents agreed that the Agency had structured recruitment and selection practices in place for new employees.

Fifty-five (55) respondents agreed that one of such structures and selection practices was educational qualifications, thus one or potential employees should have the necessary educational qualification in order to be considered. An interview is another practice in the selection of new employees; all prospective employees must go through an interview process to be assessed, if the person involved is capable of the work to be done.

Twenty five (25) respondents shared this view.

Twenty (20) respondents explained that after the selection process through the interview, new employees are trained in the selected positions they were employed before they are fully allowed to start their new roles or jobs.

**Table. 4.12. Factors considered before recruitment and selection**

Which of the following were considered for recruitment and selection of employees?	Respondents	
	Number	Percentage
Tests	30	
Academic Qualification	90	
Interviews	80	
Work Experience	65	

**Source:** data collected from questionnaires, 2015

Related to the above respondents were asked which of the following were considered for recruitment and selection of employees, that is academic qualifications, work experience, interviews and tests. Out of hundred (100) respondents, thirty (30) agreed that tests are considered in selecting and employee, this is usually to test the general knowledge of prospective employees. Sixty five (65) employees were of the opinion that work experience played an important role in the selection process as those with experience are considered to be the best for the job. Sixteen respondents opted for interviews; they explained that interviews are conducted to test the ability of new employees and how convincing they are before being selected. Ninety (90) of the respondents agreed that academic qualifications are the prime selection tools for new employees, respondents explained that good academic qualification most often guaranteed an individual the job and it is most often considered.

The study revealed that a wide range of methods, such as application forms, interviews, formal tests, references, assessment centers and official transcripts are used by firms in the selection and recruitment process. An organization chooses a method that is most appropriate to the job positions. It is realized from table 11 that responses are more than the number of respondents; this is as a result of respondents selecting more than one response in relation to the question asked.

**Table 4.13. Challenges of Recruiting and Selection Practices at AGH**

Who are some of the challenges AGH associated with your recruitment and selection practices?	Respondents	
	Number	Percentage
Lack of Key Talents	30	35%
Competition	<b>10</b>	<b>10%</b>
Labor Turnover	<b>51</b>	51%
Lack of appropriate plan	9	9%

**Source:** data collected from questionnaires, 2015



The researcher wanted to find out from the respondents including HR department the challenges the department encounter in the recruiting and selecting of employee. Responses are as follows.

One challenge facing recruitment and selection process at Agency for government houses is Labor Turnover. The second challenge is lack of availability of key talents in the job market for specialized areas within the Agency.

Fifty-one (51) respondents constituting 51% of the population who shared this view stated that challenge AGH has is Labor Turnover.

Thirty (30) constitute 30% of the total population stated that other big challenge is lack of key talents from the market easily.

Ten (10) respondents representing (10%) of the population were of the opinion that another challenge facing AGH in its recruitment and selection processes is competition from other institutions.

Nine (9) representing (9%) of Respondents explained that house constructing institutions in the country are spring up fast, and they are all recruiting the best in order to stay on top.

According to the study shows, a common problem in recruitment and selection are employee turnover, lack of talent man power, poor HR planning and high competition of other organization.

The analysis revealed that labor turnover; competition and lack of key talents are challenges that face recruitment and selection which could be beyond HR departments.

**Table 4.14. Factors Help to Improve Recruitment and Selection Practices at Agency for government houses**

What factors will improve recruitment and selection practices at the AGH?	Numbers of respondents	Percentage
Adequate Background Check	25	25%
Early Advertisement and Detailed Job Description	15	15%

Procedure for Selection	60	60%
<b>Total</b>	100	100%

**Source:** data collected from questionnaires, 2015

Respondents were asked to give factors that will help improve recruitment and selection practices at Agency for government houses, answers are as follows;

Fifteen (15) respondents emphasized that vacancies should be advertised early and should be detailed enough for prospective applicants to assess themselves whether they can do the job required of them. Respondents reiterated that vacancies are not made public in time and the duties and roles are most often not properly specified.

Sixty (60) respondents stated that the procedure for selection of potential employees should be strictly adhered to. Respondents explained that job requirement and its relevant experience should be adopted in the selection of new recruits which cost little and more so time saving as such people spends little or no time during orientation.

Twenty five (25) respondents stated that adequate background check on all potential employees should be the order of the day. Respondents explained that the department should not solely rely on the qualifications and experience but lifestyles and background of all would be employees should be checked to make sure the best is being recruited for the agency.

**Table 4.15. Compensation package offered by agency for government houses**

Are you happy with the compensation package offered by your organization?	Respondents	
	Number	Percentage
Responses		
Agree	12	12
Strongly Agree	2	2
Strongly Disagree	55	55
Disagree	31	31

**Source:** data collected from questionnaires, 2015

The researcher asked the respondents whether they are happy with the compensation package offered by the organization and reached on the following investigation.

Twelve (12) respondents agreed that they are happy with the compensation package offered to by Agency for government houses.

Two (2) respondents representing 2% of the population strongly agreed that they are happy with compensation package offered by the agency.

Fifty five [55] respondents constitutes 55% of the population strongly disagree that they are happy with the compensation package offered to them by the Agency.

Thirty one [31] respondents representing [31%] of the population disagree with that they are happy with the compensation package offered to them by the Agency.

As shown above 86% of the employees are not satisfied with the compensation package which they are receiving from agency for government houses but 14% of them are happy/

**Table 4.16. Effectiveness of Recruitment and Selection Practices of the Agency**

How Effective are the requirement and selection practices of AGH?	Respondents	
	Number	Percentage
Very Effective	14	14%
Good	6	46%
not effective	78	15%
Neutral	2	25%

TOTAL	100	100%
-------	-----	------

**Source:** data collected from questionnaires, 2015

This was to find out from respondents how effective the recruitment and selection practices of Agency for government houses, respondents were to choose one of the following; very effective, good, not effective, indifferent and bad as their answers.

Out of a population of hundred (100), fourteen (14) constituting 14% of the population were of the opinion that the selection and recruitment practices were very effective and that the right materials are employed for the Agency.

Six (6) respondents believed that the recruiting and selection practices were good; they explained that the methods needed for the right person to be employed are used. These respondents constituted 6% of the population.

Seventy (78) respondents forming 78% of the population were of the opinion that the recruitment and selection practices of the Agency were not effective.

They explained that these practices always give room to favoritism especially with employee referrals while some are employed without necessarily going through all the right procedures. Two (2) respondents were however indifferent to the question that the recruitment and selection practices were effective or otherwise. They constituted 2% of the total population.

Respondents were further asked if job vacancies are made or open to the general public, out of one hundred (100) respondents eight (8) represents 8% strongly agree, eleven (11) represents 11% agree, thirty two (32) representing 32% disagree and forty nine (49) strongly disagree with the above question. As we observed from analysis, job vacancies are not made or open to the general public.

Respondents were then asked to give the methods through which vacancies are made available; their answers are as follows;

Fifty seven (57) respondents stated that the agency uses newspaper adverts to advertise for job vacancies, preferable state owned newspapers are used for this. Thirty nine (29) respondents stated that employee referrals are used in the selection of new employees.

**Table 4.17. Ways of Respondents were Selected and Employed by the Agency.**

How were you recruited and selected?	Respondents	
	Number	Percentage
Free Service	14	14%
Application Letters and Shortlisted	23	36%
Employee Referral	36	27%
Advertisement	27	23%

**Source:** data collected from questionnaires, 2015

This was to find out from respondents how they were recruited and selected, thus by what means, as it is clearly shown in the table 11 answers from respondents are as follows;

From the sample size of hundred (100), fourteen (14) were recruited after having served as free service personnel. Respondents stated that they got to know of the vacancies while serving as free service personnel. These respondents constituted 14% of the total population.

Twenty three (23) respondents who constituted 23% of the population wrote application letters to the agency, they were shortlisted and invited for an interview.

Twenty seven (27), respondents constituting 27% of the population responded that they answered an advertisement in the dailies on positions that were vacant.

The majority of thirty-six (36) respondents constituting 36% of the population were employed or applied for jobs through employee referrals. Respondents stated that they were informed by their relatives and friends of vacant positions at the bank which they applied for and were employed.

Figure 11 explains further.

From the discussions and figure 17 above it is realized that employee referrals play an important role in the selection process of the AGH in recruiting new employees followed by application letters and shortlisted as the both constituted over 91% of the method used in the selection and recruitment process.

**Table 4.18. Recruitment and selection Practices on the employee Performance**

The selection and recruitment practices had affected the performance of AGH employees.	Respondents	
	Number	Percentage
Strongly agree	11	11%
Agree	23	33%
Strongly disagree	13	3%
Disagree	53	53%

**Source:** data collected from questionnaires, 2015.

As per table 4.18 shows from respondents if the selection and recruitment practices had affected their performance, responses are as follows; Out of hundred (100) respondents, eleven (11) respondents constituting (11%) strongly agreed that the selection practices had affected their performance.

Twenty three(23) respondents representing 23% agreed that the selection practices had affected their performance while three (13) representing 13% strongly disagreed in that it has affected their performance and thirty-three (53) respondents representing (53%) disagreed in that it has affected their performance.

Respondents who answered in the affirmative explained that most of them would not have been able to perform their duties if not for the recruitment and selection methods. Others explained that the orientation and job training given them has added to their stock of knowledge

Respondents who answered ‘disagree and strongly disagree’ explained that the selection and recruitment practices had no bearing on what they were doing at the moment; this makes their work difficult and hampers performance at work. Organizations can only succeed in the long-term if they recruit and motivate people who are able to respond to and shape the challenges of the future. While at the same time employees can perform when they are developed or given the needed attention to perform.

**Table 4.19. Improving Recruitment and Selection Practices at AGH houses.**

How recruitment and selection practices or could be improved at Agency for government houses?	Respondents	
	Number	Percentage
Equal opportunity for all	46	46%
General public be given a chance	29	29%
Qualification linked to job	25	25%
Total	100	100%

**Source:** data collected from questionnaires 2015

The researcher wanted to find out from respondents how recruitment and selection practices or processes could be improved at Agency for government houses, as it is shown in the table 4.18 answers from respondents are as follows; The majority of forty six (46) respondents were of the opinion that all applicants should be given an equal opportunity of being selected and treated fairly while all favoritism and biases are eliminated to ensure that all get a fair chance of being selected and employed at the Agency.

Twenty nine (29) respondents were of the opinion that the general public should be made aware through advertisement for all to apply while at the same time given an equal opportunity.

Finally, twenty five (25) respondents stated that job orientation and applicants with the right qualifications should be given the opportunity. Respondents explained that though job orientations are often done for new recruits, qualification should be linked with the job.

**Table 4.20 Employee satisfaction on recruitment and selection practices**

Are you satisfied with the recruitment and selection practices in your organization?	Respondents	
	Number	Percentage
Strongly satisfied	5	5
Satisfied	34	34
Neutral	3	3
Dissatisfied	42	32

Strongly dissatisfied	16	16
Total	100	100%

Source: data collected from questionnaires, 2015

The employee of Agency for government houses were asked if they were satisfied with the recruitment and selection practices in their organization or not. As it is illustrated in the table 20 5% of employees were strongly satisfied with their recruitment and selection practices, 34% of employees satisfied to some extent, 3% of the respondents neutral from giving opinion, 42% of the respondents dissatisfy with the argument and 16% of the employees of the Agency strongly dissatisfied with the recruitment and selection practices of the agency.

## **5. Management Response on Selected Interview Questionnaires.**

Based on the interview made with the management of the AGH, the following practices of recruitment and selection were discussed:-

### **1. Clear Policy guidelines and plan for Recruitment and Selection of Employees**

Out of twenty (20) respondents, all agreed with the question, that the agency had a formal policy for recruiting and selection of employees

### **2. Implementation of recruitment and selection policy**

Respondents were asked to state about the implementation of the policy.

Out of twenty (20) respondents, all management bodies sated that recruitment and selection is mainly an internal arrangement, the human resource department accesses the various departments where there are vacancies, and the department then assesses staff requirements with those qualifying appointed to fill these vacancies. This statement shows that when an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. Once a job analysis has been conducted, the



organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. Most respondent agreed on that the AGH first look within its ranks for such people after which suitable candidates from outside are invited. Some respondents stated that even if there is clear policy, its implementation has many defections. Miyake argues that some applicants are sometimes recruited by word of mouth, through existing employees. Many scholars agree with the response of some respondents that employee referrals are used before the department looks elsewhere (outside) for qualified employees. The policy is that recruitment is done through invitation of qualified applicants and interviews are followed before selection and recruitment is done.

### **3. Clear job analysis**

This was to find out from respondents if the AGH outlines roles, duties and responsibilities for a particular job.

From the total number of respondents, the majority of the population answered in the affirmative that the agency outlines job analysis like the roles, duties and responsibilities before advertising a vacant position. From the discussion it is realized that the majority of respondents agreed with the statement that the AGH outlines job analysis before advertising.

### **4. Recruiting Agencies**

This was to find out from respondents if the agency relies on any recruitment agencies in the selection of employees. Answers from respondents are as follows;

Out of twelve (12) respondents, all agreed that the Agency rely on recruiting agencies in the selection of employees.

The researcher further wanted to know if existing employees are considered when there are vacancies, once again respondents agreed that existing employees are considered when vacancies are available.

More so job vacancies are also made to the public depending on the requirements and number of people needed.

### **5. Methods of Recruitment by Agency for government houses**

In order to know the various types of methods used by Agency for government houses in selecting employees, this question was asked.

Respondents stated that as the Agency for government houses use different types of method to recruit and select employees as follows;

- ✓ The AGH uses newspaper adverts in adverting for jobs or as a recruitment section tool, respondents explained that newspapers are read by lots of people and therefore lots of people are covered.
- ✓ Respondents were of the opinion that the agency uses employees' referrals as a means of recruiting that is employees inform their friends and relations that the agency has vacancies.
- ✓ Respondents stated that the agency relies on recruiting agencies in selecting employees for the organization.
- ✓ Finally, respondents shared that another method of recruiting was through professional associations.

This exemplifies AGH has a number of methods from which to choose, including advertising, employment agencies, and through direct mail. Advertising can be used to publicize and to recruit participants. Recruitment via advertising has the advantages of low cost and convenience according to Armstrong.

This study also stated that for AGH to get the best of employees recruitment procedures need not be limited to one method. It is possible and often desirable to combine methods to enhance the recruitment success of a particular project.

### **6. Factors Considered before Recruitment**

The respondents from management bodies were asked about the factors which were considered for recruitment and selection of employees. Answers from respondents are as follows;

- Respondents agreed that tests are considered in selecting and employee, this is usually to test the general knowledge of prospective employees.
- Respondents were of the opinion that work experience played an important role in the selection process as those with experience are considered to be the best for the job.

- Respondents opted for interviews; they explained that interviews are conducted to test the ability of new employees and how convincing they are before being selected.
- respondents agreed that academic qualifications are the prime selection tools for new employees, respondents explained that good academic qualification most often guaranteed an individual the job and it is most often considered

The literature revealed that a wide range of methods, such as application forms, interviews, formal tests, references, assessment centers and official transcripts are used by firms in the selection and recruitment process. An organization chooses a method that is most appropriate to the job positions.

### **7. Challenges of Recruiting and Selection Practices at Agency for government houses**

The researcher wanted to find out from the HR department the challenges the department encounter in the recruiting and selecting of employee. Responses are as follows.

One challenge facing recruitment and selection process at AGH is the availability of key talents in the job market for specialized areas within the Agency. Most (20%) of the population who shared this view stated that AGH as an institution needs key talents to help run the agency's job and that is quite difficult to find in the job market. Some respondents representing (15%) of the population were of the opinion that another challenge facing Agency for government houses in its recruitment and selection processes is competition from other institutions. Respondents explained that financial institutions in the country are spring up fast, and they are all recruiting the best in order to stay on top. Recruiting in this sense means competing with other institutions for the same human resource.

Another challenge according respondent constituting 65% of the population was labor turnover, the respondents explained that most employees leave the institution shortly after being offered an appointment which goes a long way to affect the bank as money has to spent again in recruiting and selection process.

In the literature review, a common problem in recruitment and selection is poor HR planning but the analysis revealed that labor turnover; competition and lack of key talents are challenges that face recruitment and selection which could be beyond HR departments.

### **8. Factors to Help Improve Recruitment and Selection Practices at Agency for government houses**

Respondents were asked to give factors that will help improve recruitment and selection practices at Agency for government houses, answers are as follows;

Some (15%) respondents emphasized that vacancies should be advertised early and should be detailed enough for prospective applicants to assess themselves whether they can do the job required of them. Respondents reiterated that vacancies are not made public in time and the duties and roles are most often not properly specified. Most (60%) respondents stated that the procedure for selection of potential employees should be strictly adhered to. Respondents explained that job requirement and its relevant experience should be adopted in the selection of new recruits which cost little and more so time saving as such people spends little or no time during orientation. Some (15%) respondents stated that adequate background check on all potential employees should be the order of the day. Respondents explained that the department should not solely rely on the qualifications and experience but lifestyles and background of all would be employees should be checked to make sure the best is being recruited for the agency.

#### **9. Effectiveness of Recruitment and Selection Practices of the Agency**

Respondents were asked to give factors that will help improve recruitment and selection practices at Agency for government houses, answers are as follows;

- Respondents emphasized that vacancies should be advertised early and should be detailed enough for prospective applicants to assess themselves whether they can do the job required of them. Respondents reiterated that vacancies are not made public in time and the duties and roles are most often not properly specified.
- Respondents stated that the procedure for selection of potential employees should be strictly adhered to.
- Respondents explained that job requirement and its relevant experience should be adopted in the selection of new recruits which cost little and more so time saving as such people spends little or no time during orientation.
- Respondents stated that adequate background check on all potential employees should be the order of the day.

- Respondents explained that the department should not solely rely on the qualifications and experience but lifestyles and background of all would be employees should be checked to make sure the best is being recruited for the Agency

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

The purpose of this chapter is to round off the study with summary of findings, conclusions and recommendations.

#### **5.1 Summary of Findings**

The following are the major findings from the study

##### **Clear Policy guidelines and plan for Recruitment and Selection of Employees**

The agency had a clear policy, guideline and plan for recruiting and selection of employees.

The implementation of the policy guideline and plan for recruitment and selection is weak according to the response from respondent. Recruitment and selection is mainly an internal arrangement, the human resource department accesses the various departments where there are

vacancies, and the department then assesses staff requirements with those qualifying appointed to fill these vacancies. This assertion tallies with Smith et al (1989) that when an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organization structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. Most companies first look within their ranks for such people after which suitable candidates from outside are invited. Some applicants are sometimes recruited by word of mouth, through existing employees. This assertion shows response of some respondents that employee referrals are used before the department looks elsewhere (outside) for qualified employees. The policy is that recruitment is done through invitation of qualified applicants and interviews are followed before selection and recruitment is done. The research reveals that that even though theory of recruitment says just like above, the agency doesn't use it properly. Because there is a situation where management circumvents (i.e. divert from) the formal recruitment and selection practices.

### **5.1.1 Recruitment and Selection Practices of AGH.**

This research indicated that advertising is usual for job vacancies, while some applicants are sometimes recruited by word of mouth, through existing employees (employee referrals). Besides being cheaper, people recruited by word of mouth stay longer because they have a clearer idea of what the job really involves. This assertion was shared by most respondents with regards to recruitment and selection practices at AGH. The research revealed that AGH policy or practice on recruiting and selection was based on several units; the first is the internal recruitment and invitations from applicants from the general public. The first is analysis of the various departments to find out if there are vacancies to be filled. The various departments search within its staff to find competent members to fill job vacancies. When that fails employee referrals are

used where employees are allowed to recommend potential employees for the various departments.

The second stage is where the agency source for employees through agencies that helps in recruiting people for the agency. The other is through the general advertisement in the dailies where the general public can all apply for the positions available. Shortlisted applicants are then invited for an interview and subsequent selection. Some of the methods used in recruiting and selection of employees are through employee's referrals, employment agencies, professional associations and through adverts in the various dailies. The research also revealed that the agency had structured ways of selecting new employees. The first is that potential employees must have the necessary or right educational background before they qualify for an interview which is the next stage once a potential employee is shortlisted. Training and orientation is the next stage if an individual is selected or recruited.

### **5.1.2 Effectiveness of Recruitment and Selection Practices of AGH.**

The analysis realized that 14% of the respondents were of the opinion that selection and recruiting practices were very effective as the right material are always employed, majority of respondents believed that these practices were good and they constituted 46%. It shows that 60% percent of the respondents agreed that these measures were effective. The other 40% were either indifferent or believed that these measures were not effective and the reasons raised included favoritism and bias towards potential employees. More so it was realized that factors such as work experience, academic qualifications, interviews and test used in selecting employees makes the selecting and recruitment practices very effective in selecting the best for the agency.

### **5.1.3 Recruitment and selection practices on the performance of organization**

The researcher believes that recruitment, as a human resource management function, is one of the activities that impact most critically on the performance of an organization. This is because it is understood and accepted that poor recruitment decisions continue to affect organizational performance and limit goal achievement. The study revealed that recruitment and selection practices have improved performance of employees and the Agency, most of respondents stated that the selection and recruitment process has helped them improve upon their performance at the

agency and in what they do. It was also revealed that orientation and subsequent job training had added to their stock of knowledge of most employees which help them effectively carry out their duties. Respondents from HR department on the other had stated that the selection and recruiting method had led to the employment of competent staff while at the same time selection practices help give the chance to employ qualified candidates. In spite of the above some respondents were of the view that the recruitment and selection practices have not improved performance as orientation and job training are general and most often not linked with the job.

#### **5.1.4 Challenges Associated with Recruitment and Selection Practices of AGH**

A common problem in recruitment and selection is poor HR planning. The key goal of HR planning is to get the right number of people with the right skills, experience and competencies in the right jobs at the right time at the right cost. Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents auditing and processing the information about the labor market are important in recruiting and deploying appropriate employees at the right time. Despite the above it was realized that AGH is faced with other challenges in its recruitment and selection practices. The major challenge facing AGH in its recruiting and selection practices is lack of key talents in the job market for specialized areas within the Agency. AGH as a house administrating institution deals in normal house constructing activities while massively involved in mortgaging which needs specialized skills in order to serve its customers and such skills from the study is lacking thereby affecting the performance of the agency. Competition is another challenge facing AGH in its recruiting and selection practices. The construction sector in the country is now very competitive thereby there is a rush for those with the experience and skills to help the various house constructing agencies float and have competitive advantage over others. This therefore makes the competition for skilled labor in the field difficult. Labor turnover is another challenge faced by AGH in its recruitment and selection practices. From the survey it was realized some employees immediately after employment vacate or leave their post and take on a different one leading to a loss to the agency, the challenge is therefore how to retain such employees once they are employed.

#### **5.1.4 Ways to Improve Recruitment and Selection Practices at AGH.**



The analysis revealed that AGH has policies and practices with regards to recruiting and selection of employees, the following were given to help improve upon such practices. Respondents stated that the procedure for recruiting and selection should not be strictly followed in order to ensure that the right materials are provided for the Agency. Procedures such as educational or academic qualification, experience and interviews all not effectively help to select the best of candidates for the AGH. More so, it was realized that equal opportunities should not be given to all applicants who apply for jobs at AGH to help ensure fairness in the selection procedure and to hand others undue advantage over others. More over it was realized that to make the selection and recruitment procedure complete qualifications should not be stressed and should not also be linked with the job to be done as most qualifications do not much the job to be done. In addition to the above discussed points management concern in recruitment and selection is also a big problem.

## **5.2 Conclusion**

The focus of recruitment and selection is to match the capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top performing organizations devote considerable resources and energy to creating high quality selection systems. Recruitment and selection process are important practices for human resource management, and are crucial in affecting organizational success. The quality of new recruits depends upon an organization's recruitment practices, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of candidates attracted. From the analysis, recruitment and selection is of prime importance to AGH in order to get the best of employees. However, it faces lots of challenges in its quest to recruit its workforce. The issue of employee referrals seems to place unfair advantage over others, as more often than not; they are favored compared to those who use a different channel. From the analysis it was realized that, more employee referrals are employed than those who apply in directly or through the agencies.

Despite these challenges it was realized that these measures (recruitment and selection practices) have been effective in the selection of employees for AGH even though much needs to be done to enhance it. Recruitment and selection of employees to a greater extent determines the performance of an institution and it is of great importance if institutions want to achieve their

goals. Even though the majority of the respondents indicated that all the candidate screening and selection criteria are adhered to during the process, a substantial percentage of the respondents have a differing view indicated that there is a problem in following the rules set in the screening and selection of candidates for the Agency for government houses. This calls for the top management and middle level management to strictly follow the rules and employ the criteria set for the process so as to enable those select candidates that are fit to serve in the **AGH**. Besides, each member of recruitment and selection committee has to be clear about the criteria that have to be used in the screening and selection process.

The study concluded that internal recruitments methods and external sourcing strategies hold the key to effective recruitment in the Agency.

From the current study, it has been clear that the Manuals for candidate screening and selection and rules to be followed are not available to all committee members at all locations in an adequate numbers. This is the major reasons why the respondents at different levels are having differing views on the screening and selection criteria, such the education level requirements, and associated issue. Thus, the manuals have to be in an adequate numbers so that each and every member Agency for government houses can have adequate information on how to conduct the process.

### **5.3. Recommendations**

The following recommendations can help AGH to improve its recruitment practices:

1. In order to make recruitment more effective, there is the need to implement a functional human resource information system to support recruitment. An effective information system would flag imminent vacancies throughout the agency for government houses to ensure that the recruitment process is timely. In addition, it would assist in analyzing hiring, transfer and exit trends and provide other information that are helpful in planning, evaluating and auditing the recruitment process.
2. Recruitment must commence with clear strategy and objectives. The strategy must include the type of candidates to target, the sources to recruit from and the resources required to

accomplish the task. The objective of the recruitment process should be specific, measurable, attainable, relevant, and time-bound.

3. The AGH is encouraged to use different recruitment methods when sourcing for candidates. Recruiting through different sources would ensure that vacancy announcements reaches a wider audience and may turn up a greater number of potential candidates from which the agency can choose
4. The internet holds the key to successful future recruitment. To this end, the agency is encouraged to incorporate e-recruitment into their overall recruitment strategies to reap the full benefit that goes with it. A comprehensive website to receive and process job applications as well as application tracking system should be developed.
5. It is frequently said that the best jobs are not advertised; their availability is communicated by word of mouth. Networking, therefore, continues to be a viable mechanism for recruiting, especially at the senior management level. It is therefore an imperative for agency for government houses officials to deepen their contacts and networks with friends, business associates and partners as a mechanism to facilitate recruitment.
6. There are several alternatives to recruitment that organization can take advantage of to save money and reduce workload. Some of these options in this regard include overtime, subcontracting, temporary employees, employee leasing and outsourcing. These options are cheaper and easy to implement compared to recruitment.
7. From the study it is realized that recruitment and selection is of great importance to every organization, though an integral part of human resource planning and development, its application and operation and challenges makes its practice quite difficult. These recommendations are therefore made to help make these practices more effective.
8. All applicants must be treated fairly; issues of favoritism should be avoided while giving the chance to all. Employee referrals though a good idea should be minimized to cater for a certain number of people rather than a whole scale opportunity. That gives room to favoritism and at times employment of individuals who might not contribute meaningfully to organizational output.

9. The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best. Refresher courses must be organized for employees for them to be abreast with trends in the ever growing market.
10. It was revealed in the analysis that key talents are difficult to come by, the agency can help upgrade the skills of some of its staff in areas they find difficult to recruit in the market. This will also go a long way to help staff contribute to the success of the agency for government houses.

### **REFERENCES**

- Armstrong, M. (1991) *A Handbook of Personnel Management Practice, 4th Edition*, Kogan Page, London.
- Arnolodo, C. (June 1985): *A Methodology for the Development of a Human Resource Strategy*, Sloan School of Management.
- Bingley, Paul and Niels Westergaard-Nielsen (2004), *Personnel Policy and Profit, Journal of Business Research*, 57: 557-563.
- Blackford, W. P. and Newcomb, K. M. (2002), *Strategic Human Resource Management*, Dryden Press, Florida, USA.

Burack, Elmer H. and Mathys, Nicholas J. (1980), *Human Resource Planning*, Lake Forrest, IL Brace-Park Press. P130.

Chapman, R. J. (1999), *The Likelihood and Impact of Changes of Key Project Personnel on the Design Process*, *Construction Management and Economic* 17:99-106.

Costello, D. (2006), *Leveraging the Employee Life Cycle*, *CRM Magazine*, 10 (12), 48-48. Retrieved February 23, 2009, from Academic Search Premier Database.

Cran Cheryl (1995), *Employee Retention Strategy, How to Attract and Retain Top Performers*, Sada NY, Blue Boulder Internet Publishing.

Dess, Gregory, G. and Jason, D. Shaw (2001), *Voluntary turnover, social capital, and Organizational performance*, *Academy of Management Review*, 26(3): 446-456.

Dessler, Gary (1984), *Personnel Management*, Reston, Va: Reston Publishing Co.

Dessler, Gary (2000), *Human Resource Management*, Eighth Edition. New Jersey, USA, 2000.

Delery, J. E. and Doty. D. H. (1996), *Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency and Configuration Performance Predictions*, *Academy of Management Journal*. Volume.39, 802-835.

Drucker, P. (1999), *Knowledge-Worker productivity: The Biggest challenge*, *California Management Review* 41(2): 79-94.

Drucker, J. White, G., Hegewisch, A. and Mayne, L.(1996), *Between Hard and Soft HRM: Human Resource Management in the Construction Industry*, *Construction Management and Economics*, 14:405-416.

French, W. L. (1982), *The Personnel Management Process, 5th ed.*, Boston: Houghton Mifflin.

Gary Dessler, (2000), *Human Resource Management*, Prentice Hall Incorporated, 8th Edition, Upper Saddle River, New Jersey.

Huselid, Mark A. (1995), *The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance*, *Academy of Management Journal*,38: 635–672.

## **APPENDIX -I**

**St. Mary's university**

**Department of MBA**

### **Questionnaire prepared for Agency for government houses employees**

Dear Sir / Madam,

I am MBA student from the St. Mary's university, Ethiopia.

As a part of my study I am expected to submit a research thesis. I am undertaking a study on the Recruitment and Selection practices of organizations: in the case of your esteemed organization i.e. Agency for government houses.

I would request you to kindly fill this open ended and closed types of questionnaire if you are currently an employee in this organization. I assure you that all data collected will be kept strictly confidential and will be used for academic purposes only.

Thank you for taking time out to fill this questionnaire. Your cooperation is appreciated.

Write or tick [] the appropriate response to each of the question

**Section A: Personal Data**

1. Sex

Male []

Female []

Position.....

2. How long have you been working at AGH?

A. less than 1 year []

B. 1 – 6 years []

C. 7 – 12 years []

D. 13 – 18 years []

E. 19 years and above []

3. Which of the qualifications below do you possess?

a. CD []

b. 1st Degree []

c. 2nd Degree []

d. Others .....

**Section B: Recruitment and Selection**

4. AGH has any formal policy for the recruitment and selection of employees.

A. Strongly agree []

B. Agree []

C. Neutral []

D. Disagree []

E. Strongly disagree []

5.If agree to above, briefly state the policy.....

.....  
.....

6. AGH outlines or conducted job analysis ((i.e. duties, responsibilities, skills etc required for a particular job) before advertising vacancies for employment.

- A. Strongly agree [ ]
- B. Agree [ ]
- C. Neutral [ ]
- D. Disagree [ ]
- E. Strongly disagree [ ]

7. AGH relies on any agent(s) for the recruitment and selection of employees for your organization.

- A. Strongly agree [ ]
- B. Agree [ ]
- C. Neutral [ ]
- D. Disagree [ ]
- E. Strongly disagree [ ]

8. If agree to the above, state the agent (s) .....

.....  
.....

9. When vacancies occur, existing employees are considered.

- A. Strongly agree [ ]
- B. Agree [ ]
- C. Neutral [ ]
- D. Disagree [ ]
- E. Strongly disagree [ ]

10. Job vacancies are made open to the general public.

- A. Strongly agree [ ]



- B. Agree [ ]
- C. Neutral [ ]
- D. Disagree [ ]
- E. Strongly disagree [ ]

11. Which of these methods of recruitment are applicable to the AGH? You may select more than one.

- a. Radio advert [ ]
- b. TV advert [ ]
- c. Newspaper advert [ ]
- d. Professional association(s) [ ]
- e. Employment agencies [ ]
- f. Employee referrals [ ]
- g. Other(s) specify.....
- .....

12. The agency has structured recruitment and selection practices in place for new employees?

- A. Strongly agree [ ]
- B. Agree [ ]
- C. Neutral [ ]
- D. Disagree [ ]
- E. Strongly disagree [ ]

13. Which of these factor(s) are mostly considered for recruitment and selection of employees?

You may select more than one.

- A. Academic qualifications [ ]
- B. Work experience [ ]
- C. Interview [ ]
- D. Test [ ]
- E, other(s) specify.....

14. There are equal opportunities for all would-be (potential) employees when it comes to recruitment and selection.

- A. Strongly agree [ ]
- B. Agree [ ]
- C. Neutral [ ]
- D. Disagree [ ]
- E. Strongly disagree [ ]

15. If disagree to question 14, why? .....

.....  
.....

16. These recruitment and selection practices are able to give you the needed and qualified candidates to fill the vacancies.

- A. Strongly agree [ ]
- B. Agree [ ]
- C. Neutral [ ]
- D. Disagree [ ]
- E. Strongly disagree [ ]

17. If disagree to the above question, why?

.....  
.....  
.....

18. These recruitment and selection practices have led to the employment of competent staff.

- A. Strongly agree [ ]
- B. Dgree [ ]
- C. Neutral [ ]
- D. Disagree [ ]
- E. Strongly disagree [ ]

19. If your answer is disagreeing, please give reasons ....

.....  
.....  
.....  
.....

20. There is a situation where management circumvents (i.e. divert from) the formal recruitment and selection practices.

- A. Strongly agree [ ]
- B. agree [ ]
- C. neutral [ ]
- D. disagree [ ]
- E. strongly disagree [ ]

21. If agree, why so?

.....  
.....  
.....  
.....

22. What are some of the challenges AGH associated with your recruitment and selection practices?

.....  
.....  
.....  
.....

23. What factors will improve recruitment and selection practices at the AGH?

.....  
.....  
.....

24. How effective are the recruitment and selection practices of AGH?

- a. Very Effective [ ]
- b. Good [ ]
- c. Not Effective [ ]
- d. Indifferent [ ]

25. Job vacancies are made open to the general public.

- A. Strongly agree [ ]
- B. Agree [ ]
- C. Neutral [ ]
- D. Disagree [ ]
- E. Strongly disagree [ ]

26. If agree to above question 25, how?

.....

27. How were you recruited and selected?

.....

.....

.....

28. What is your impression about the recruitment and selection practices at AGH?

.....

.....

29. The recruitment and selection practices of AGH have affected your performance?

- A. Strongly agree [ ]
- B. Agree [ ]
- C. Neutral [ ]
- D. Disagree [ ]
- E. Strongly disagree [ ]

30. Explain answer .....

34. How can recruitment and selection practices at AGH be improved?

.....  
.....  
.....

*Thanks for your kindly cooperation!*

## **APPENDIX-II**

### **Questionnaires for Management bodies as well as for the Agency's human resource manager team leaders and higher expertise**

This questionnaire is designed to gain understanding of recruitment and selection practices at Agency for Government Houses. Kindly complete this questionnaire as objectively as possible. The information given out is solely for academic purpose and would be treated as confidential.

Thank you.

1. Has the Agency for government houses clear Policy, guidelines and plan for Recruitment and Selection of Employees?

2. Do you explain whether the agency performs any job analysis (i.e. duties, responsibilities, skills etc required for a particular job) before advertising vacancies for employment?
3. Does the AGH have any agent(s) that recruits and selects employees?
4. What are methods of recruitment and selection practices are applicable to the agency?
5. Has the recruitment and selection practices of AGH affected your employee performance?
6. What Factors Considered before Recruitment by AGH?
7. What are Challenges of Recruiting and Selection Practices at AGH
8. What Factors Help to Improve Recruitment and Selection Practices at Agency for government houses?
9. What are the Effectiveness of Recruitment and Selection Practices of the Agency?

