ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ASSESSMENT OF RECRUITMENT AND SELECTION PRACTICES AND CHALLENGES AT BISRAT FM 101.1 RADIO STATION

BY

ABEBA REGASSA

DECEMBER, 2018

ADDIS ABABA, ETHIOPIA

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

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Internal Examiner

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DEDICATION

I dedicate this work to my beloved family Mr. Regassa zewdie & Mrs. Afrasa Yami for their endless love, encouragement and support me praying to God; and to my friends, who has always been there for me no matter what.

ACKNOWLEDGEMENTS

ACRONYMS/ ABBREVIATION

FM: Frequency Modular

HRM: Human Resource Management

HR: Human Resource

HRP: Human Resource Planning

HRD: Human Resource Department

SPSS: Statistical Package for Social Science

IT: Information Technology

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ABSTRACT

Recruitment and selection are the critical function of Human Resource Management (HRM) that ensures the acquisition of best employees that enhance the competiveness of an organization. The objectives of the study includes to examine the current recruitment and selection practices adopted at Bisrat fm 101.1 radio station, to identify gaps in recruitment and selection, to assess the ways of staff recruitment and selection improvement and to identify challenges in the recruitment and selection at Bisrat fm 101.1 radio station. To achieve the objective of this study and for the sake of accessing better quality data all 85 permanent staff were selected for the study. Census survey method was used. Descriptive analysis was adopted for the study involving both qualitative and quantitative methods/approaches in order to achieve the research objectives and to answer research questions to distribute 80 questionnaires to employees of radio station where all were filled and returned and the remaining 5, interview was also conducted with management bodies. Specifically, the techniques instruments used to gather data was Likert scale questionnaire were developed and manual analysis was carried out for qualitative aspects. Descriptive statistics such as frequencies and percentages were used to analyze the data. With this research method, major findings related to the human resource management department were, the organization doesn't follow clear policy and procedures, and the company doesn't have pure human resource department and lack of management attention. Recruitment and selection process are not linked with human resource planning and low coordination with departments. The study recommended that, recruitment and selection practices of the organization needs development clear policy and procedure and to realized better human resource management, the company also needs to link their recruitment and selection practice with HRP. The organization shall adopt formal recruitment and selection in a better way to attract competent candidates by using internally and externally sources and methods, the radio station should set the management objective to established in place policy or strategy that was improved and help recruit and select the right employees for the right job at the right time with right cost in the right position to strive towards for the achievement of organizational goal and objective.

Key words; Recruitment, Selection, Human Resource Management, Permanent Staff, Radio Station

CHAPTER ONE

INTRODUCTION

This chapter introduced the overall part of the study. It was presents the background of the study, company profile, statement of the problem, research questions, objective of the study, significance of the study, scope of the study (delimitation) of the study and organization of the study.

1.1. Background of the Study

Organizations set human resource department to gain the competitive advantage over their competitors and to be successful over their goals. The success of a business or an organization is directly linked to the performance of employees who work for that organization depending on the employees' knowledge, skills, attitudes and commitment. The acquisition of employees with the right ability and skills is primarily insured by the proper implementation of recruitment and selection process. Through proper recruitment and selection organizations gets and retain the right employees, who achieve organizational goal. Workplace fallers is one of the cases for the under achievement of the organizational objectives.

The requirement acquisition of employees has governed by the organization and every organization has its own requirements in acquiring employees. It is very important that organization select people with excellence vital for sustained achievement in this competitive world wide community. The only means of achieving this accomplishment from beginning to end appropriate recruitment and selection practices.

Recruitment and selection be able to take part in pivotally significance role in shaping an organization effectiveness and performance, if organization is competent to obtain

employees who already acquired relevant knowledge, skills aptitudes and are able to create an exact estimation about their potential ability. Recruitment and selection also has an essential responsibility to participate in ensuring employee performance and helpful organizational outcomes. It is frequently claimed that selection of employees occurs not immediately to change passing workers or put in to an employee's but rather aims to set in place employees who able to do at high level and convey constancy (Ballantyne,2009).

Scholars differentiate the two terms whereas establishing a clear interrelation between them by stating the recruitment is the process of generating a collection of capable people to apply for employment to an organization. Selection is process by which managers and others make use of clear instruments to decide from pool of applicants people further to be expected to do well in the work(s), decided management goals and official recruitments (Bratton and Gold 2007).

Recruitment and selection forms are a core part of the central activities basic human resource management function: namely, acquisition, development and reward of employees. It often forms an important part of the job of human resource managers –or selected specialists within effort of organization. It is human resources that offer competitive boundary "and therefore should be preferred carefully and residential in order to achieve workers" commitment (Storey, 1995). However, recruitment and selection decisions are often for excellent motive taken by non-specialists, by the line managers (Costello, 2006).There is, consequently, an essential sense in which it is the accountability of all managers, and where human resource department exits, it may be that human resource (HR) managers who play additional of a supporting optional responsibility to those people who will manage or in other ways work with new employee.

According to Mullins (2010), for the human resource management (HRM) functions to remain effective, there must be time after time good level of team work, in addition ongoing co-operation and discussion between line mangers and human resource managers. This is majority absolutely the case in recruitment and selection as professional human resource managers (or even external consultants) can be an essential source of up-to-date

knowledge and skills. Through the use of the right selection methods one can make sure that the applicant does not only has the right skills for the job, but also possess the right personality to fit into the obtainable organizational culture. Once the "right "person has been employed; the company has to make sure that the right incentives are put in right place and at right time. Development (CIPD, 2009a), accomplished that organizations should increasingly be inclusive in their employment contribution as younger generations have developed up with the view of flexible working, while adult people have an awareness in flexible working as an option to retirement. This research work seeks to identify employee recruitment and selection practices and challenges at Bisrat FM 101.1 radio stations.

1.2.   Company Profile

Bisrat FM 101.1 radio station is a company established on the foundation laid by "Eger Kuasin Be Radio Temelketu" by Messele Mengistu which has been admired and esteemed by all Ethiopians. Bisrat FM 101.1 is a radio station established by Oyaya Multimedia plc.

This company had grown to a level where it can establish Bisrat FM 101.1 Radio Station which is able to win the hearts and minds of many Ethiopians within a short time of its launching .Bisrat FM 101.1radio station is an infotainment station focusing on Sport, Entertainment and other latest issues. It is broadcasted live to its listeners in and around the city of Addis Ababa while listeners outside of Ethiopia can tune into the programs via their website bisratfm101.1 (live streaming) for 18 hours a day and 7 days a week from 06:00 am – 12:00 pm.

The core objective of Bisrat FM 101.1radio station is to fill the information gap in Ethiopia in the sphere of education, health, sport, entertainment, science and other social affairs. Bisrat FM 101.1 radio station vision is far reaching. They had an aim of addressing break good news to the people of Ethiopia sharing their sentiment of happiness and information.

1.3. Statement of the Problem

The efficiency of man power was affect directly the performance of the organization through the individual persons working ability and the company effectiveness has been affected by the employees and their action at the work. The development of Human Resource management practice in a certain organization is depending on the environment that in the institution. The number of radio station increment in the country should follow the employee's recruitment and selection criteria consistently. If the company lost proper human resource management practice in its life time the result was affect the company's compatibility and its success.

The development and growth in economy is directly or indirectly linked with information which transmitted from media. Information's which transmitted from the radio station and other Media is depends on the ability and analytical method of information broadcaster from the station. The collective effort of the broadcaster is also depends on the recruiter human resource management recruitment and selection method. Successful recruitment and selection practice is the core HR function that ensures accomplishment of capable workers. Recruitment and selection the right person was reduce cost, raise performance, and set an organization in a position to accomplish its key performance objectives.

On the other hand, wrong selection leads to an extended training, decreased service or production. However, there is a little evidence in the Bisrat FM 101.1 Radio Station to show how workers are recruited and selected. In selected radio station the recruitment and selection process doesn't follow clear policy and procedure and also doesn't confirm from Labour market of best candidates based on knowledge, skills, attitudes fit with a job requirement and lack of fair salary and different benefits as the result of this getting lack of skilled man power and also high' rate employees turn over.

The processes of recruiting and selecting workers have been a matter of Concern to many and needs attention (Burack et al., 1980).It has also been observed that due to the inadequate information and evidence of how selection and recruitment are done at Bisrat

FM 101.1 Radio Station, radio station doesn't confirm with human resource planning during recruitment and selection practices due to this reason there is also gap between recruitment selection practice at radio station. Even they are likely not to achieve or meet their state objectives and goals. It is therefore; clear from the foregoing that unconventional selection practice can ruin any business plan there by affecting the overall target of radio station. Therefore, there is the need for management to put in place policies and procedure that was help recruit and select the best or the right employees for the right job in the right place at the right time to strive towards the achievement of organizational goal and objective.

1.4. Research Questions

The following listed research question were serve as guide of the study

   I.   How recruitment and selection practices are done at Bisrat FM 101.1 Radio station?

  II.   What are the gaps associated with the recruitment and selection practices of Bisrat FM 101.1 Radio Station?

 III.   What are the ways help to improve staff recruitment and selection at Bisrat FM 101.1 Radio Station?

 IV.   What are the challenges related with the recruitment and selection practice at Bisrat FM 101.1 radio station?

1.5. Objectives of the Study

In this paper the general and specific objectives of the study were discussed as follows.

1.5.1 General Objective

The general objective study was investigated recruitment and selection practices and challenges at Bisrat FM 101.1 Radio Station.

1.5.2 Specific Objectives

The specific objectives of this study were discussed below.

I.   To examine the current recruitment practice adopted at Bisrat FM 101.1 Radio Station.
II.   To identify the existing selection practices adopted at selected Radio Station.
III. To identify gaps in the recruitment and selection of workers at Radio Station.
IV.   To assess the ways of staff recruitment and selection improvement at selected Radio station.
V.   To identify challenges in the recruitment and selection of employees at Bisrat FM 101.1 radio station.

1.6. Significance of the Study

Recruiting staff is a very costly exercise. It is also an essential part of business and it pays to do it properly. When organizations choose the right people for the job train them well treat them appropriately, these people not only produce good results but also tend to stay with the organizational Longer. In such circumstances, the organization's initial and ongoing investment in them is well rewarded. An organization may have all of the latest technology and the best physical resources, but if it does not have the right people, it was struggled to achieve the results it requires.

Radio Station especially those in Addis Ababa to adopt measures in the context of human resource in relation to recruitment and selection and the performance. Selected Radio Station had the opportunity to identity the benefits of this practice and Challenges facing their recruitment and selection practices in the organization and find lasting solution to them. For other researcher it will also serve as reference and be beneficial to the academic community and who deal directly with radio station with respect to recruitment and selection of employees. For the next researcher on the selected company it will help to use as bases for in-depth research.

1.7. Scope of the Study (Delimitation)

To achieve the objectives of this study, the research focuses on only all permanent staff. Temporary employees were not including in the study because temporary employees were not always available in their working place. The study is limited to employee's recruitment and selection practice at Bisrat FM 101.1Radio Station. Radio Station was used by the researcher, because of it enabled the researcher to have easy access to information need and to the respondents.

This research were focused on recruitment and selection practices and challenges at Bisrat FM 101.1 Radio station located around here in Addis, no more station incorporated on this study. Moreover, the practice of HRM is very wide to studies in this short period of time. So, it also delimited only selected variables such as Recruitment and selection practice and challenges of selected radio station.

Accordingly, the study is delimited to the whole 85 permanent employees company's geographical location to involve. The samples were limited to permanent employees` who are working at selected radio station. To have had results timely and on manageable way the study focus only at Bisrat FM 101.1 radio station in Addis Ababa. To collect the required data for analysis questionnaire & interview tools were used. . Data were analyzed applying descriptive statistics method.

The study was limited on the selected Bisrat FM 101.1 Radio station because of time and budget constraints. The study was also limited to questionnaires and interview question to collect data from respondents because of unavailability and accessibility of information. The study also limited to permanent staff only because of gathering data easily and timely as compared to temporary employees.

1.8. Definition of Key Terms and Concept

Human resource management: - an organizational function focuses on effective and efficient utilization of human resources (Opatha, 2010).

Human resource: - is the company asset that creates competitive advantage for certain recruiter Company and they are objective achiever of the institute.

Recruitment: - the process of generating a pool of qualified applicants for organizational job vacancies (Opatha, 2010).

Selection: - the process of picking individuals who have relevant qualifications to fill jobs in an organization (Neeraj, 2012).

1.9. Organization of Study

This study is organized in such a way that it consists five chapters. The first chapter states introductory part, background of the study, company profile, statement of the problem, the general and specific objectives of the study, significance of the study, scope and delimitation of study. The second chapter incorporates the literature review part and it includes the theoretical and empirical literature review on recruitment and selection practices and challenges at Bisrat FM 101.1 Radio station. The third chapter demonstrates the methodology part of the study used. The fourth chapter analysis data interpretation and finally chapter five, is concerned with summary of major finding, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter deals in any researcher undertaking it is important to assessment what has been through on the area study topics. This part most important which related to the recruitment and selection issues as accessible by several scholars were reviewed and evaluated. In outlook of that definition of recruitment and selection, concepts frameworks and process of recruitment and selection, major source and methods of recruitment and selection and that the recruitment and selection practices as well in view of this was reviewed.

2.1. Theoretical Literature

The study was support by the theoretical review of the related study in order to be more emphasized on the research study and it has been one of the bases in the study to evaluate the research finding in the proper way.

2.1.1 Recruitment and Selection Practice in an Organization

The outstanding of particular recruitment strategy by a firm is detailed to the capitals accessible to the organization at hand and its environmental dynamics (Windolf, 1986). Based on Boxall, Purcell and wright (2007), there are five best different questions and organization has to response to have an effective recruitment & selection strategy in order to follow its existence and achievement. Those questions are "whom to recruit?', "where to recruit?', "what recruitment source and method to use?" when to recruit?", and "what note to communicate?" the concept of usefulness in this study related to the method by which organization implements its work policies. The purpose is to understand whether such policies. The purpose of the study is to understand whether such policies are practical properly in the way they have proposed.

As discussed by Human resource management methods in any business organization are recognized to understand business aims and look of strategic plans (Jackson el al.,2009).The environment of recruitment and selection for a company that is following human resource management approach is biased by the state of the labor market and strength with it.

According to Bratton &Gold (1999), linked to the accomplishment of a recruitment and selection procedure are the strategies an organization is set to work in order to classify and select the best candidates for its growing pool of human resource were of the view that organization are now increasing models of the caring of staffs they want to recruit, and to identify how far candidates approves to their models by means of reliable and valid techniques of selection.

An effective recruitment begins with proper employment planning and predicting. In this phase of the staffing method, an organization formulates plans to fill or eliminate future jobs 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 recruit process are the strategies an organization is prepare to employ in order to identify and select the best candidates for its developing pool of human resource. Organizations seeking recruits for base level entry positions often required minimum qualification and experiences (Costello 2006).

As, Jovanovic (2004) assumed that human resource management practices on recruitment and selection process are important and crucial in affecting organizational success. Recruitment is process of attracting pool of high quality applicants so as to select the best among them for this reasons, top performing companies devoted considerable resources and energy to make high quality selection systems. The process of attracting and choosing candidates for employment, that excellent of the HR the firms has seriously depends on these two function candidates who are not capable of suitable and matching in the culture of an organization may not be cost effective strategy. Recruitment is the workout of

generating knowledgeable individuals' pool to apply for employment within an organization (Ofori and Aryeetey, 2011).

An organization must follow who can fit in their environment and to accomplish the goal. The organization of the performance always related to people who work in it and also firms needs to hire those people whose aims and desire fit with firm. Hire a new individual might be a difficult job, but finally it will advantage of the organization (Henry and Temtime, 2009).Unsuccessful recruitment prevents any chance for effective candidates selection because when the recruitment falls short, selection must proceed with a pool of poorly qualified candidates.so that recruitment is all about sure the qualified people are available to meet the job of managing (Cloete, 2007).

2.1.2 Recruitment and Selection Process and Developing of the Organization

The acquisition, development and reward of employees as underlying human resource management recruitment and selection forms are a core part of the central activities. Recruitment and selection also has an essential role to show in ensuring employees performance and positive organizational results. It is always rights that selection of employees happens not just to change departing staffs and add to workforce but rather aims to put in place workers who can performs at a high level and established commitment (Dessler, 2000).Recruitment and selection is a relevant area. Undertakings of human resource management are recruiting and selecting which deal with action concerned, and the recruitment is also less frequently alerted in human resource information system recently.

High performing organization, human resource management must be able to assist the organization to place the right person in the right job. The human resource management practices include recruitment, selection, placement, evaluation, training and development, compensation and benefits, and retention of the employees of an organization. Businesses have settled human resource information systems that support: (i) recruitment, selection,

and hiring, (ii) job placement, (iii) performance appraisals, (iv) employees benefits analysis, (v) training and development, and (vi) health, safety, and security (Mullins, 1999).

2.1.3 The Recruitment Process

According to Gold (2007), Recruitment is the process of generating a pool of capable candidates applying to an organization for employment. The excellence of new recruit depends up on an organization's practice, and that the comparative successfulness of the selection time is inherently reliant on upon the ability of candidates attracted (Odiorne, 1984).The more successfully the recruitment phase 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 phase 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 comparatively 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 (Smith et al., 1989).

2.1.4 Source and Methods of Recruitment

Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources.

2.1.5 Internal Sources and Methods of Recruitment

Internal sources refer to recruiting staffs from within the organization. In determining requirement of staffs, main consideration should be given to a company's existing workers, which is concerned with internal recruitment. They comprise those who are previously obtainable on the payroll of the company. This is essential source of recruitment as it

provides opportunities for more improvement and preparation of existing human resources in the organization.

Armstrong (2000a) proposed that first consideration should be given to internal candidates, although some organizations with powerful equal opportunity policies (often local authorities) insist that all internal candidates should apply for vacancies on the same footing as external candidates. Aspects of recruitment under internal source and methods are as follows:

- ✓ Promotions
- ✓ Transfers.
- ✓ Job Posting.
- ✓ Job bidding

2.1.6 External Sources and Methods of Recruitment

As discussed Beardwell (2007), Cober & Brown (2006), External sources of recruitment indicate to attracting applicants from outside a particular organization to fill vacant positions. Similar to internal sources, they are suitable to attracting capable candidates to apply for advertised positions in several organizations. External source of recruitment include, as follows

- ✓ Advertisement
- ✓ E-Recruitment.
- ✓ Employee Referrals
- ✓ Employment Agencies
- ✓ Labour Office.
- ✓ Educational and Training Establishments

2.1.7 The Process of Selection

The objective of the selection process is to match the applicants" ability, knowledge, skills and experience with job requirements in a fair and legal manner (Robbins et al., 2001).

Employer decisions about the selection of employees are significant to the operation of organizations and to a series of results that matter to individuals, organizations and society. Perhaps the most basic question in this area is why employers engage in selection efforts at all. Managers who are involved in hiring employees need to understand the skills and abilities that are required in a particular job and determine which candidates have those capabilities. Interviews, reference checks, tests, physical examination, applications and restarts can all help identify differences among candidates. Managers can make their selection decisions with a fuller awareness of the applications strength and weaknesses (Tjosvold and Newman, 2003).

2.1.8 Challenges of Recruitment and Selection

Recruitment and selection of workers is the most important work of a Human Resource person (Cooper et al., 2003). Effective recruitment and selection is vital and necessary to the success of day-to-day functioning of an organization. CIPD (2009a) Firms that are less selective or hire lower-skilled workers are likely to knowledge important effects on output, whereas hiring an incompatible worker can outcome in poor performance and higher turnover rates (Batt, 2002).

Several of the problem affecting recruitment and selection as, the increasing pressure for employment, use of informal sources of recruitment and delegation of recruitment function. These problems have resulted to insufficient use of job description and standard worker requirement in the process of recruitment (Briggs, 2007).

Poor human resource management is the common problems in recruitment and selection this is mainly related with recruitment and selection of procedure and practice. The main objective of human resource management is to get the right number of persons with the

right skills, knowledge and experiences in the right works at the right time at the right cost. Inclusive and suitable recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, abilities examining and processing the information about the labor market are essential in recruiting and arranging applicable workers at the right time (Kaplan and Norton, 2004).

Armstrong (2006), identified, there are steps by which a systematic job analysis is a vital purpose to achieve -crucial requirement, preparing job descriptions and job specifications; determining terms and circumstances of employment, attracting applicants, and reviewing and evaluating alternative bases of candidates inside and outside of the organization. Job analysis process generates information which is converted into tangible outputs of a job description and a person specification that is what has to be done and who does it before recruiting for a new or existing position.

Recruitment and selection practice can also effect on the likelihood that a applicant will accept a work agreement and on their resulting commitment to residual in the organization. Selection decisions are the most essential ones a manager has to make; they affect the manager's capability to succeed goals, the excellence of services or products delivered to the customer and the well-being of the whole team (Batt, 2002).

2.1.9 Impact of Recruitment and Selection Practice on Performance

According to Townley (1989), both followed a conscious recruitment policy with hard selection procedures. Ability tests, behavior questionnaires and group workouts were used and the initial pre-screening device was a detailed „bio data‟-type questionnaire, which enabled the qualifications and work history of candidates to be assessed and rated systematically. Subsequent testing of those who successfully completed the first stage was designed to assess individual attitudes as well as aptitude and ability.

The need for a more sophisticated approach to recruitment along these lines is characteristic by HRM. The first requirement is to take great care in specifying the competences and behavioral characteristics required of employees. At the very least, structured interviewing techniques should be adopted. Wherever possible, psychological tests should be used to extend the data obtained from the interview. Well-planned and administered assessment centers are the best predictors of success in a job, but they are only practical for a limited number of more complex or demanding jobs or for selecting graduates and entrants to training programs.

2.2 Empirical Review

The recruitment and selection practices of small and medium enterprises enable them to develop their human resources practices and organizational efficiency (Ongori, Henry and Temtime, 2009).The purpose of recruitment goes beyond mere filling of vacancies to include individual improvement and accomplishment and making a strong organization where effective team work, and the individuals needs are realized at the same time. The study argued that to accomplish this target, the organizations must adopt recruitment policies that are internally consistent and which are also consistent with the objectives of the organization and the expectations of the larger society (Mustapha etal, 2013).

According to Raphael (2010) planning for future work and worker needs as well as the way the organization performs within its several functions is an important aspect. The effect of selection process to the performance of public institutions revealed that there is direct relationship between selection process and the performance of public institutions (Marcus, 2010).The established of relevance of some personal attributes or socio-demographic factors as influencing perception of the link between selection interview, selection test and employee performance (Opayemi, and Oyesola, 2013).Adeyemi etal (2015) also opined that employees should all be treated equally in the recruitment and selection process and be evaluated continuously to ensure that they improve upon their performance.

The impact of recruitment and selection standards on organizational performance revealed that recruitment and selection criteria have important outcome on organization's performance that the more objective the recruitment and selection criteria, the better the organization's performance (Ekwoaba, Ikeije and Ufoma, 2015).

2.3   Conceptual Framework

Achievement of the organization is directly and indirectly related to the performance of those who work for that organization. Under-achievement of goal can be a result of failures in the workplace, hiring the wrong people or incompetence to anticipate fluctuations in hiring needs; it is significant that focused efforts are put into human resource planning in an organization (Djabatey, 2012).According to Sangeetha (2010) opined that recruitment process involves the sourcing, advertising and interviewing of future employees, however the selection process entails the staffing and training of new employees on the roll of their new job. Organization needs careful time and consideration to sustain competitive advantage in developing strategy on recruitment and selection process. Decisions made in the recruitment and selection process or stage will impact on the company in the future. Bad decisions made in the selection process can create serious costs for an organization vice versa.

Selection is defined as the process of picking individuals who have relevant qualifications to fill jobs in an organization. It is much more than just choosing the best candidate. "It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires". Selecting the right employees is important for three main reasons: performance, costs and legal obligations (Neeraj 2012).Therefore, if generally accepted conceptual framework of recruitment and selection process is as depicted above, the researcher will study the process and Practice of Bisrat FM 101.1 Radio Station, in terms employees recruitment and selection. Following the economic growth of Ethiopia, information systems are emerging to grow in various ways. Increase in number of government as well as private radio stations is one among other information systems. Individuals, interested groups, private and government organizations, corporations,

association, etc. became closer to use and follow information's either to update them-selves or to promote their objectives. However, Radio Stations to stay competitive in the market should employ an efficient and effective performance. Quality of performance can only be attained through skill, knowledge and attitude of human capital; this is ensured through proper recruitment and selection process of best human resources in the labor market. Hence, in this study the researcher is motivated to examine the recruitment and selection process and practice of Bisrat FM 101.1 Radio Station to show how employees are recruited and selected; to investigate the related policy and procedures, if any; and finally, to give an insight to the management of the radio station future remedial action.

Conceptual Diagram of Recruitment and Selection Process
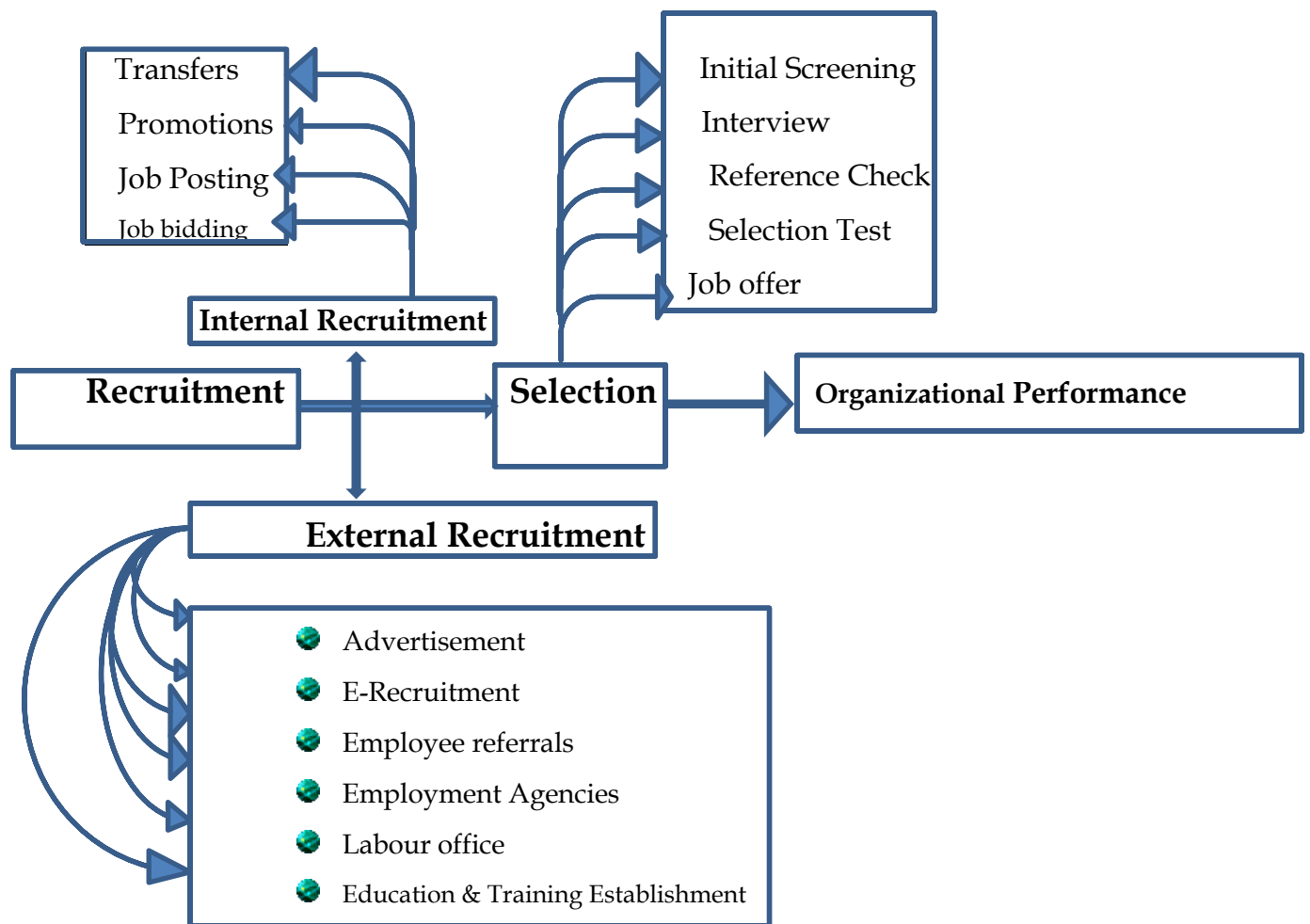
CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter deals with the research methodology that the researcher were tried to apply to finalize the overall study. It includes research design, research approach, population of the study; sample size and techniques used in sample selections, data collection technique, sources of data, methods of data analysis and ethical consideration were presented.

3.1 Research Design and Approach

Bisrat FM 101.1 Radio Station in its internal structure has been composed of different fields, like journalism, finance, marketing, Technician and others. Totally in this radio station there are one hundred three staffs, from those eighty fives are permanent and the reaming of eighteen is temporary worker. For the sake of accessing better information the research based on assessing employees' recruitment and selection practices and its challenges in the selected radio station all permanent staffs were are taken as a sample to the study. Both quantitative and qualitative data analysis method was used to analyze the results of the research. Significantly, the purposive sampling design was used to select respondents who deal directly with recruitment and selection from the company workers.

The study was mixed in approach since it involves both qualitative and quantitative aspects. The research type employed in this study was used descriptive Statistics. It is a descriptive research because the items used for this study are described by computing their frequency and percentages. Descriptive research design has been used since it enables the researcher to collect as much response options as possible from the organizations under investigations.

Accordingly, descriptive research design particularly survey method was used with the support of qualitative study since it has the ability of describing the existing situation as it is. Survey was chosen as an overall approach for its ability to incorporate different methods

and techniques in the data collection on the various issues of the study. The select design was also the ability to gather data at a particular point in time with the intention of describing the nature of existing conditions.

3.2   Research Population and Sample Techniques

The population those were planned in the studied was known as target population. The target population of this research were used all permanent staff working at Bisrat 101.1 radio station in Addis Ababa. It was not included temporary employees to study. According to the data obtained from radio station there are 103 total populations from those 85 are permanent employees and 18 are temporary employees. Therefore this study was conducted on all permanent staff and collected data though questionnaire and interview to achieve the objective of the study.

The study was conducted census survey method of data collection on all permanent staff of radio station. The selected total population from the organization was made up of all 85 permanent employees at various departments rolled in the organization. Information was collected from all permanent employees of the organization.

3.3   Source of Data

For the fulfillment of the study, the researcher has mostly relied on primary sources of data. Accordingly, all the necessary primary data was collected through administering questionnaire and interview methods. 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 paper is related to other studies.

3.4   Data Collection Techniques

The researcher was tried to assess employee's recruitment and selection practices and challenges at selected radio stations .In this study, the researcher was applied questionnaire and interview data collection techniques because a single technique was considered to be insufficient for the study. Therefore, the researcher designed to use both quantitative and qualitative data collection techniques. To obtain that information the study was employed primary data collection methods.

The question which includes in the questionnaire was designed to stimulate responses in order aid in achieving the general and specific objectives. The respondents were respond to answer the questions under each variable on five point Likert scale with "strongly Agree'' dictating the highest level of satisfaction, "Agree", Neutral'',"Disagree" as the highest level of dissatisfaction Consequently, the primary data collection method was incorporated survey in the form of questionnaires for selected 80 staffs and interviews was established and conducted on the five (5) top level management of radio station. The interview semi - structured questions was being constructed based on literature review was used as guideline during interview. Accordingly, to obtain sufficient information in line with this, both close ended and open ended questionnaires were designed and distributed to concerned study units.

3.5   Data Analysis and Method

The data analysis was undertaken right after the data collection from the study area. In the progress of meeting the intended objectives of the study and nature of issues under investigations, the gathered data from the predetermined sources was edited first, coded and summarized and presented through frequency table and percentages. Simple descriptive statistical analysis was used with different supporting tables and percentages. Statistical Package for Social Science (SPSS) version 20 was used software to process the gathered data. Manual analysis was carried out for qualitative aspects of the analysis.

3.6   Pilot Testing

The research paper has been evaluates the reliability and validity using pilot test shown as below.

3.6.1 Validity and Reliability

- **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. 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 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.

- **Reliability**

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. 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. 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.

Table 3.1 Reliability Statistics

Cronbach's Alpha	No. of Items Question distribution
.748	55

 Source: SPSS Result, 2018

In SPSS Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer the coefficient is to 1.0, the greater is the internal consistency of the items (variables) in the scale. Hence, as shown on the Reliability Statistics test output of table 3.1 above, calculated for each questionnaire Cronbach's Alpha became 0.748 which is good.so, based on the test the result are reliable.

The reliability test is an important instrument to measure the degree of consistency of an attribute which is supposed to be measured. As stated by Mahon and Yarcheski (2002), the less variation of the instruments produces in repeated measurements of an attribute the higher its reliability. Reliability can equated with the stability, consistency, or dependability of a measuring tool. Cronbach's alpha is one of the most commonly accepted measures of reliability.

It measures the internal consistency of the items in scale. It indicates that the extent to which the items in a questionnaire are related to each other. The normal range of Cronbach's coefficient alpha values ranges between 0-1 and the higher values reflects a higher degree of internal consistency. Different authors accept different values of this test in order to achieve internal reliability, but the most commonly accepted values 0.70 as it should be equal to or higher than to reach internal reliability(Hair etal.,2003).

3.7   Ethical Considerations

This study is used only to the achievement of required master's program in business admiration. All data collected from the company is confidentially secured and not used for other purpose rather than thesis fulfillment the researcher wants in advance to thanks all managements and staffs of radio station those who have volunteers. Before issuing the questionnaires permission was taken from the organization 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 were remained anonymous and no designation was required so that their answers remain unbiased. They were informed the data collected from them was remained confidential and was for academic use only.

All information gotten from the respondents was treated without disclosure of the respondents' identity. Moreover, no information was modified or changed, hence information gets was presented as collected and all the literatures collected for the purpose of this study was appreciated in the reference list. In the processes of conducting survey, sufficient information was verbally given out about the study, explaining why it was carried out, by whom, and what it was involved. The consent from the participant was considered before handing over the questionnaire paper to the respondents. The acknowledgment of data sources consulted was taken in to consideration. A final report was to be made available to the organization.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

The research methodology has been discussed in the primacy chapter and to accomplish the objectives of study the methods adopted have been stated. This chapter expresses the presentation and analysis of the data collected using different methods from Bisrat FM radio station management and staffs. In this chapter the results of the study that have been collected through different methods adopted and discussion of the results followed by the conclusion are stated briefly.

The analysis section covers the demographic situation of the respondent, recruitment and selection practices at the company, gaps associated with the recruitment and selection practices, recruitment, procedure, selection and challenges related with recruitment and selection practices are analyzed using the statistical method. The researcher has been distributed 80 questionnaires and there is no missing or un-retuned questionnaire rather all distributed questionnaires were collected.

Table 4.1   response rate

Gender	Questioners Distribution/total selected population	Questioners Returned		Questioners Unreturned	
		NR	%	NR	%
Male.	46	46	57.5	-	-
Female	34	34	42.5	-	-
Total	80	80	100	-	-

Source: - SPSS survey results, 2018

As shown above Table 4.1 out of the total respondents 46 of the respondents are male which constitute 57.5% and 34 are female respondents that constitute 42.5% here all questioners distributed are responded because all the respondents are colleagues of the researcher.

4.1 Demographic Characteristics of Respondents

Questions On demographic data were asked on gender, age, academic status, work experience, profession and current position. Thus, the following variables about the respondents were summarized and described in the subsequent table.

Table 4.2 demographic characteristics of respondents

Characteristics	Scale	Frequency	Percent (%)
Gender	Male	46	57.5
	Female	34	42.5
	Total	**80**	**100**
Age	21-30	32	40.0
	31-40	41	51.2
	41-50	6	7.5
	>51	1	13
	Total	80	100
Academic status	Master's Degree	2	2.5
	Bachelor's Degree	56	70.0
	Vocational Certificate/Diploma	22	27.5
	Total	**80**	**100**
Work Experience	1-2 Years	21	26.1
	2-3 Years	4	5.0
	3-4 Years	16	20.0
	4-5 Years	34	42.5
	Above 5 Years	5	6.4
	Total	**80**	**100**
Current position	Finance head and administration	1	1.3
	General manager	-	-
	Journalist	47	58.8
	Technician	11	13.8
	Other	21	26.1
	Total	**80**	**100**

Source: SPSS survey results, 2018

As it shown above table 4.2 respondents were asked their genders and from the total 80 respondents 46(57.5%) of the respondents are male and similarly 34(42.5%) of the respondents are females. The majority of the radio station staffs are male while the number of females has not been considered that much lower than the number of males the reason for high number of male respondents is that the Radio Stations most employees are male.

From the total respondents 32 are from age group that range from 21 to 30, and among these 12(15%) are male and rest 20(25%) are female. From age group 31 to 40 there 41 respondents and from these 27(33.7%) are male the rest 14(17.5%) are female, the other respondent that are classified in age group 41 to 50 there are 6 respondents all 6(7.5%) are male and no female staff, under this age group and the remaining there is only 1(1.3%) male respondents in above 51 years of age. While looking these of respondent by age group we found that covers from the total population 46 (57.5%), respondents are male and 34(42.5%), respondents are females, whereas large no of respondents are male in radio station.

As shown above table 4.2 the study tried to assess the highest educational level of respondents and from the total 80 respondents 2(2.5%) of respondents are second degree (master) graduate, 56(70.0%) of respondents are graduated from college or university with bachelor of degree in art & science, and the remaining from the selected populations 22(27.5%) of the respondents are vocational or diploma holders. Most of these staffs are low level professionals who work on data collection, encoding and other clerical and none-clerical activities.

The respondents were asked about their experiences, and from the total 80 respondents 21(26.1%) were answered as they have 1-2 year experience, 4(5.0%) of respondents 2-3 years, 16(20.0%) of respondents 3-4 years, 34(42.5%) of respondents 4-5 years and the remaining 5(6.4%) of respondents were above 5 years.

Questions on their Positions were asked for all selected staff and but, top manager and deputy general manager as well as selected managements of the company are not included as show above table 4.2, the highest number of respondents is staff from Journalist position. They are 47 or 58.8% of the respondents of respondents were Journalism, it is large in number, This is because the firm's objective is providing professional public service on different topics that include but not limited to current news, health information, sport performance of local as well as international, entertainments, etc..

The second high numbers of respondents are from other work positions which consist of Clerks, Data encoders, Assistant to Technicians, editor, logistic and the like. They are 21 or 26.3% of the respondents. Staffs on the Technician work position that responded the questionnaires are 11 or 13.8%. One person who is Head, Finance and Administration of the company also responded the questionnaire. Therefore, inclusion of staffs from various professions, work positions, and from different work experience enables the researcher to get the real drawbacks of unavailability of recruitment & selection policy and procedures at Radio Station.

4.2   Analysis of data Related to the Study

The main objective of the study is to investigate employee's recruitment and selection practice and its challenges at selected radio station. Consequently, questions related to practice adopt of recruitment and selection and challenges at radio station with related literature review.

4.2.1 Overview of Recruitment and Selection

The recruitment and selection of workers is important to the operational of an organization, and there are convincing causes for getting it right. Unsuitable selection decisions decrease organizational efficiency, invalidate recompense and growth policies, are often unfair on the individual recruit and can be upsetting for managers who have to deal with inappropriate workers(Pilbeam and Corbridge, 2006).

Once a company which has been evolved in recruiting and selecting of a better candidate essentially needs the company's policy and procedures as well as HR planning should have been linked with the recruitment and selection practice in order to get the good result. For recruiting and selecting of better candidates for the company needs the HR department to be functionalized in the structures of internal composition. The availability of HR department in the company also used to address the labor from all over the available market through allocating enough budgets.

Table 4.3 employees' opinion in recruitment and selection

No	Statements	Scale	NR	%
1	The radio station has policies and procedures of Recruitment and selection	Strongly Disagree	5	6.3
		Disagree	50	62.4
		Neutral	24	30.1
		Agree	1	1.3
2	Recruitment and Selection practice are linked with human resource planning	Strongly Disagree	5	6.3
		Disagree	22	27.4
		Neutral	39	48.7
		Agree	11	13.8
		Strongly Agree	3	3.8
3	The company structure has a pure human resource department	Strongly Disagree	27	33.7
		Disagree	25	31.3
		Neutral	28	35.0
4	The radio station addresses the huge labor market and good will up on recruitment and selection process from outsider.	Strongly Disagree	1	1.3
		Disagree	60	75.0
		Neutral	14	17.4
		Agree	5	6.3
5	To the best recruit and select the relevant candidate, the organization has allocates enough budgets.	Strongly Disagree	7	8.8
		Disagree	20	25.0
		Neutral	53	66.3

Source: SPSS results, 2018

The researcher has been distributed five questions in order to address the overview of recruitment and selection in the selected company.

The result shows in the Table 4.3 above that for statement item No.1, the radio station has policy and procedures to recruitment and selection, from the total 80 respondents 5(6.3%) respondent were answered that is strongly dis agree, 50(62.4%) of respondents responds that they Disagree, 24(30.0%) of respondents were answered that they haven't know any /Neutral/, and the remaining 1(1.3%) of respondents were respond that they Agree. As we look on the survey result the majority of the respondents or more than half of the study participants were disagreed that the radio station has policy and procedure of recruitment and selection.

This implies that of the respondents were argued that the radio station has lack of policy and procedure to recruitment and selection. The result also supported by the management discussion during the interview questions forwarded to them. Management interview result also indicates that the company didn't use the HR policy and procedures during its process due to different reasons. Dual information collected from managements with qualitative and questions quantitatively distributed to employees evidence that the company needs the human resource policy and procedures to use the contemporary management of existed and prospected human resource.

statement item No 2, the Recruitment and Selection practice are linked with human resource planning from the total respondents 5(6.3%) of respondent were answered that is strongly dis agree, 22(27.4%) of respondents responds that they Disagree, 39(48.7%) of respondents were answered that they haven't know/Neutral/, 11(13.8%) of respondents were respond that they Agree and the remaining 3(3.8%) of the respondents were answered they are Strongly Agree. As we can see on the survey result that the majority of the respondents were disagree and neutral about that the Recruitment and Selection practice are linked with human resource planning. Additional information which was collected from the interview questions also confirms that the company recruitment and selection practice are not linked with human resource planning. As stated from management bodies during interview.

Researcher were also developed statement item No3, and about the company structure whether having a pure human resource department, from the total respondents 27(33.7%) of respondent were answered that is strongly dis agree, 25(31.3%) of respondents responds that they Disagree and 28(35.0%) of respondents were answered that they haven't know/Neutral. The survey result indicates that the majority of the respondents strongly dis agree and disagree, comparatively figurative number of respondent has no idea/neutral about the company structure has a pure human resource department. As shown here in this the selected company has lack of pure human resource department.

Under statement item No 4&5 researcher forwarded to the respondent about the company status regarding on the addressing of the huge labor market and its budgets in the selection and recruitment process. For statement item No 4 the survey result shows 1(1.3%) of respondents strongly disagree, 60(75%) disagree, 14(17.4%) neutral and remaining 5(6.3%) of respondents agree. It shows that the company has not addressed the huge labor market and lack of making goodwill upon recruitment and selection process from outside.

While almost 67% of the respondent have no idea for statement item No 5, which is about the budget allocated to recruitment and selection. It implies that the company has a gap of communicating employees in respect of deciding the company budget, and if not the employees has been participated in such types of decision of the company the assignment may also face only to the company. Additionally this result also confirmed by management through interview questions, as such the result shows the company doesn't address the huge labor market. According to management bodies stated that.

4.2.2 Source and Method of Recruitment

Researcher has been distributed different statement to the respondents to evaluate the recruitment sources and the method used internally and externally with related topics, and the questionnaires were asked based on the following categories. The results which are collected data from questionnaires and interviews regarding to recruitment uses.

Table 4.4 internal sources of recruitment

No	Statements	Scale	NR	%
1	There is a good involvement of recruiting process within the organization	Strongly Disagree		
		Disagree	6	7.5
		Neutral	9	11.3
		Agree	61	76.2
		Strongly Agree	4	5.0
2	The radio station has a trend of recruiting candidates from the company workers.	Strongly Disagree	1	1.3
		Disagree	3	3.8
		Neutral	5	6.3
		Agree	66	82.4
		Strongly Agree	5	6.3
3	There are qualified workers within the organization who can fit the required vacancies.	Strongly Disagree	7	8.8
		Disagree	62	77.4
		Neutral	11	13.8
4	The organization has followed the deliberate practice of internal sources of recruitment to motivate employees	Strongly Disagree	3	3.8
		Disagree	7	8.8
		Neutral	9	11.2
		Agree	33	41.2
		Strongly Agree	28	35.0
5	The radio station is beneficiary more cost effective from the internal recruitments than external.	Strongly Disagree	2	2.5
		Disagree	1	1.3
		Neutral	13	16.3
		Agree	43	53.8
		Strongly Agree	21	26.3

Source: SPSS results, 2018

The existence of recruiting process in the organization has been used to enhance the recruitment practices of the company. As shown Table 4.4 above from the total population, the majority 61(76.2%), 4(5%) of respondents were agree and strongly agree that there is a good involvements of recruiting process in the organization respectively. The remaining 15(18.8%) of respondents were answered that they disagree and they haven't any idea on this issue. Question item No 2, were also asked, and the survey result shows that from the total 80 respondents 66(82.4%), 5(6.3%) agreed and strongly agree that the company has the trends recruiting of internal candidates, 4(5.0%) disagree and the remaining 5(6.3%) of respondents answered neutrally. The idea were supported by the management that the company has the trends of recruiting internal candidates using method of promotion and

transferring are given great attention because this is advantages for both that organization achievement goal and that employees incentive and build moral as management bodies expressed that.

Internal sources refer to recruiting workers from within the organization. In determining requirement of workers, early deliberation should be given to a company's existing workers, which is worried with internal recruitment. They comprise those who already exist on the pay roll of the company. This is significant source of recruitment as it delivers opportunities for well growth and utilization of existing human resources in the organization. Anticipated that first deliberation should be given to internal applicants, although some organizations with influential identical opportunity plans (frequently local authorities) maintain that all internal applicants should apply for jobs on the similar footing as external candidates(Armstrong, 2000a).

Statement item No.3 was that there are qualified workers within the organization who can fit the required vacancies. From the total 80 respondents 7(8.8%) of respondent were answered strongly disagree, 62(77.4%) of respondents responds that they Disagree the remaining 11(13.8%) of respondents were answered that they haven't know/Neutral. As we look on this survey result that more than half of the study participants or the respondents were disagree that there are qualified workers within the organization who can fit the required vacancies this suggested that there is lack of qualified workers within the organization who can fit the required vacancies. It implies that the company hasn't sustainability with in the market unless improved the qualifications of existed employees and hiring the qualified new candidates outside the organization.

Were about the organization internal sources of recruitment practice to motivate employees, consequently 3(3.8%) of respondent were answered that is strongly disagree, 7(8.8%) of respondents responds that they Disagree, 9(11.2%) of respondents were answered that they haven't know/Neutral/, 33(41.2%) of respondents were respond that they Agree and the remaining 28(35.0%) of the respondents were answered they are Strongly Agree. As we look on the survey result that the majority of the respondents were argued that the

organization has followed the deliberate practice of internal sources of recruitment to motivate employees.

Finally for this internal sources of recruitment researcher were forwarded statement item No 5, which assess about the cost effectiveness of the company during the recruitment of candidates internally compared than external. The survey result convinces that from the total 80 respondents 2(2.5%) of respondent were answered that is strongly disagree, 1(1.3%) of respondents responds that they Disagree, 13(16.3%) of respondents were answered that they haven't know/Neutral/, 43(53.8%) of respondents were respond that they Agree and the remaining 21(26.3%) of the respondents were answered they are Strongly Agree. As Bernardin (2003), state that internal recruiting is cost effective compared to external recruitment and is considered to improve organizational commitment and job satisfaction, which lead to lower worker turnover rates and developed effectiveness.

Table 4.5 employee outlook on internal methods of recruitment

No	Statements	Scale	NR	%
1	Posting notice of job openings on radio station bulletin boards is an effective in the organization based on the nature job vacancy.	Strongly Disagree	17	21.3
		Disagree	38	47.5
		Neutral	9	11.3
		Agree	12	15.0
		Strongly Agree	4	5.0
2	The organization invites qualified employees to apply.	Strongly Disagree	13	16.3
		Disagree	55	68.7
		Neutral	12	15.0
3	The organization recommend from supervisor, employees who are qualified and interested job requirement.	Disagree	2	2.5
		Neutral	3	3.8
		Agree	42	52.5
		Strongly Agree	33	41.3
4	The organization use of human resource inventory can find the best suited candidate.	Strongly Disagree	25	31.2
		Disagree	44	55
		Neutral	11	13.8
5	The organization uses employee reference to obtain adequate and relevant employee information.	Disagree	1	1.3
		Neutral	7	8.8
		Agree	64	80.0
		Strongly Agree	8	10.0

Source: SPSS results, 2018

The company may use different recruitment methods to get the candidates for a certain job. To evaluate which methods of recruitment in the company used, researcher has been distributed 5 questions and results discussed below. For statement item No.1, about the notice of job openings on radio station bulletin boards is an effective in the organization based on the nature job vacancy, 17(21.3%) of respondent were answered that is strongly disagree, 38(47.5%) of respondents respond Disagree, 9(11.3%) of respondents were answered that they haven't know/Neutral/, 12(15.0%) of respondents were respond that they Agree and the remaining 4(5.0%) of the respondents were answered they are Strongly Agree. The majority of respondents agreed that there is not the notice for the opening jobs in the company on the bulletin board. The interview results also disclosed this results that there is the lack of announcing the opening jobs on the company bulletin board. Promotion is the strategy of satisfying job opening entry level situation with existing workers and also it is positive result upon employee inspiration (Mondy et al., 1996).

Statement item No.2, were the organization invites qualified employees to apply, and from the total respondents 13(16.3%) of respondent were answered that they strongly disagree, 55(68.7%) of respondents were answered disagree and the remaining 12(15%) of the respondents has no idea on It. As we look on the survey result that more than half of the respondents were disagreed that the organization invites qualified employees to apply this indicated that that organization has not been invites qualified employees to apply. However, recommendation of qualified employees from supervisor is one of the internal methods of the certain company.

Statement item No 3, and the result shows that, 2(2.5%) of respondent were answered that they disagree, 3(3.8%) of respondents were answered that they haven't know/Neutral/, 42(52.5%) of respondents were respond that they Agree and the remaining 33(41.3%) of the respondents were answered they strongly Agree. Consequently the survey result specifies that the majority of the respondents were argued and strongly agree that the organization uses recommendation from supervisor, employees who are qualified and interested job requirement. The interviewed management also argued on this method of recruitment. As Schuler (1992) and Carrell et al. (1995), stated on their study, the benefit of

this method is that the owner is well aware of the employee's abilities and Work record, therefore, once being relocated; the newly transferred employee may quickly become productive on the new job with a minimum of training and orientation.

Recording of the existed workers current and previous performance in the human resource inventory used to the company to get the best one from others. To examine the company ability on the raised issue researcher were asked statement item No.4, and results shows that 25(31.2%) of respondent were answered that they strongly disagree, 44(55.0%) of respondents responds that they Disagree and the rest 11(13.8%) of respondents were answered that they haven't know/Neutral/. The result indicated above shows that the company has not been recorded the human resource inventory and due to this the company didn't use human resource inventory method during the recruiting of candidates internally.

Additional to the above statement researcher were also asked the last statement item No 5, about the internal methods of recruitment. Based on the survey result respondents responded that 1(1.3%) of respondent were disagree, 7(8.8%) of respondents were answered that they haven't know/Neutral/, 64(80.0%) of respondents were respond that they Agree and the remaining 8(10.0%) of the respondents were answered they are Strongly Agree. As we look on the survey result the majority of the respondents were argued that the organization uses employee reference to obtain adequate and relevant employee information.

Table 4.6 employees' attitude on external source of recruitment

No	Statements	Scale	NR	%
1	The radio station uses outsourcing agency and university used as external source of recruitment.	Strongly Disagree	1	1.3
		Disagree	16	20.0
		Neutral	12	15.0
		Agree	48	60.0
		Strongly Agree	3	3.7
2	The radio station recruits directly from other organizations.	Disagree	3	3.8
		Neutral	6	7.5
		Agree	14	17.5
		Strongly Agree	57	71.2
3	Majority of qualified candidates from outside are attracted to apply for vacancies.	Strongly Disagree	1	1.3
		Disagree	2	2.5
		Neutral	5	6.2
		Agree	63	78.7
		Strongly Agree	9	11.3
4	The organization widely used to make recruitment for entry-level and skilled man power from the labor market.	Strongly Disagree	18	22.5
		Disagree	47	58.7
		Neutral	15	18.8
5	The radio station uses skilled personnel or people having special talents for organizational goal.	Strongly Disagree	0	0
		Disagree	1	1.3
		Neutral	2	2.5
		Agree	26	32.5
		Strongly Agree	51	63.7

Source: SPSS results, 2018

Researcher develops five related statements to evaluate the external recruitment trends of selected company.

As the result shows for statement item No.1, 1(1.3%) of respondents strongly disagree, 16(20.0%) of respondents Disagree, 12(15.0%) of respondents were answered that they haven't know/Neutral/, 48(60.0%) of respondents were respond that they Agree and the remaining 3(3.7%) of the respondents were answered they are Strongly Agree. We can understand from the response that the company uses the outsourcing from agency and university. According to Beardwell (2007); Cober & Brown (2006), External sources of recruitment mention to inviting candidates from external a specific organization to fill

vacant positions. External source of recruitment include advertisement, e-recruitment, employment agencies, labor office, education and training establishment.

Similarly statement No 2 were the result shows that 3(3.8%) of respondent disagree, 6(7.5%) of respondents were answered that they haven't know/Neutral/, 14(17.5%) of respondents Agree and the remaining 57(71.2%) of the respondents were answered they are Strongly Agree. Almost all of the respondents were agreed that the company uses recruitment process directly from other organizations. Researcher was also asked the respondent statement item No 3 which is about the company's attraction methods to the outside applicant. The result shows 72(90.0%) of respondents agree that the company uses the attraction method to apply. The remaining 8(10.0%) of the respondents were Dis-Agree. During the interview of managements approves that the organization open the vacancy to invite qualified candidates from outside for equal chance for all candidates who have excellence performance in their previous activity

Statements item No 4 and 5, the respondents about the company trends on using of skilled man power from labor market and or using the talented candidates those having natural gift than skills' comes from educations. Survey SPSS result shows that 18(22.5%) strongly dis agree, 47(58.7%) dis agree and 15(18.8%) of respondents gives their response neutrally to statement item No 4. From the given survey result we can say that the company would not use the labor market to make the recruitments of skilled man power. It also supported through statement item No 5, from the total respondent the majority 77(96.2%) strongly agree and agree, the minor in number 3(3.8%) of respondents disagree, while the total result indicates that the company has the trends of selecting the talented natural gifted man power than the compass graduated on the journalism or other related fields. Managements also agreed on this issue and they are also point out the disadvantages of such types of recruitment that it faces the company to spend additional expenses for training and development. Whereas the organization has competitive advantage and for long term computation in giving service for customer satisfaction and to make up excellent good will of the organization.

Table 4.7 external methods of recruitment

No	Statements	Scale	NR	%
	The job advertisements were posted using radio, newspaper and website.	Disagree	2	2.5
		Agree	61	76.2
		Strongly Agree	17	21.3
2	The job advertisement includes all the needed aspect information about the job requirements.	Disagree	1	1.3
		Neutral	3	3.7
		Agree	68	85.0
		Strongly Agree	8	10.0
3	The company has a good trend on employment exchange.	Strongly Disagree	4	5.0
		Disagree	11	13.8
		Neutral	34	42.4
		Agree	25	31.3
		Strongly Agree	6	7.5
4	Recruitment from educational institution placement is a well-established practice.	Strongly Disagree	4	5.0
		Disagree	54	67.4
		Neutral	22	27.5
5	Employee will recommend their friends and relatives if he or she believes the individual can perform adequately.	Neutral	4	5.0
		Agree	30	37.4
		Strongly Agree	46	57.5
6	The organization uses causal callers (without advertising) for recruitment of Key professional.	Neutral	7	8.8
		Agree	15	18.8
		Strongly Agree	58	72.4

Source: SPSS results, 2018

From the external methods of recruitment to know the companies trend on external method of recruitment the following statement were examined.

For statement item No.1, the company job advertisements were posted using radio, newspaper and website. From the total respondents 2(2.5%) of respondent were answered that they disagree, 61(76.2%) of respondents were respond that they Agree and the

remaining 17(21.3%) of the respondents were answered they are Strongly Agree. As the shown on the result the company uses different advertisement methods to announce for the new candidates as External family based recruitment. Similarly the management interview result implies that the company mostly used the employee's referral (word of mouth advertising) and other different advertising like used radio, internet and etc. are well practiced. Organizations and employers have a number of selection techniques, from which, through advertising, employment agencies, and direct mail. Recruitment through advertising has the benefits of low cost and suitability (Armstrong, 1991).

For statement item No.2, that the job advertisement includes all the needed aspect information about the job requirements. From the total 80 respondents 1(1.3%) of respondent were answered that they disagree, 3(3.7%) of respondents were answered that they haven't know/Neutral/, 68(85.0%) of respondents were respond that they Agree and the remaining 8(10.0%) of the respondents were answered they are Strongly Agree. As we look on the survey result that the majority of the respondents were argued and strongly agree that the job advertisement includes all the needed information about the job requirements.

For statement item No.3 were also about the company trends on its employment exchange methods, and from the total respondents 4(5.0%) of respondent were answered that they strongly disagree, 11(13.8%) of respondents responds that they Disagree, 34(42.4%) of respondents were answered that they haven't know/Neutral/, 25(31.3%) of respondents were respond that they Agree and the remaining 6(7.5%) of the respondents were answered they are Strongly agree. The ambiguity on this issue has been faced on the respondent's answer that the company whether having the employment exchanges or not. Nevertheless the greatest in number has been answered that the company has employment exchange.

Statement item No.4 were that Recruitment from educational institution placement is a well-established practice in the company or not, and from the total respondents 4(5.0%) of respondent were answered that they strongly disagree, 54(67.4%) of respondents responds that they Disagree and 22(27.5%) of respondents were answered that they haven't

know/Neutral/. Educational institutions are the source of intellectual man power with academician as well as the practical method of improving the problem solving capacity through using their knowledge; while the selected company has not established its relation with such types of educational institutions.

Additionally statement item No.5, about the methods of Employee selection through recommendation of on their friends and relatives if he or she believes the individual can perform adequately. From the total respondents 4(5.0%) of respondents were answered that they haven't know/Neutral/, 30(37.4%) of respondents were respond that they Agree and the remaining 46(57.5%) of the respondents were answered they are Strongly Agree. As we have seen previous statement the respondents confirms that the employee's referral is the main critical for selecting the talented employees. Finally statement item No.6 were developed by researcher to know the external methods of recruitment were asked that whether the company uses causal callers (without advertising) for recruitment of Key professional, from the total respondents 7(8.8%) of respondents were answered that they haven't know/Neutral/, 15(18.8%) of respondents were respond that they Agree and the remaining 58(72.4%) of the respondents were answered they are Strongly Agree. As we look on the survey result that the majority of the respondents were argued and strongly agree that the organization uses causal callers (without advertising) for recruitment of Key professional.

4.2.3 Employees Selection

Selection is defined as the process of differentiating between applicants in order to identify those with a greater viewpoint of success in a job. Regarding to this collecting data from staff selected organization.

Table 4.8 employees view on selection

No	Statements	Scale	NR	%
1	The potential candidate has been selected based on the job description and job specification.	Disagree	2	2.5
		Neutral	4	5.0
		Agree	67	83.7
		Strongly Agree	7	8.8
2	Most selected candidate has qualified backgrounds and suitable for the vacant open position.	Strongly Disagree	7	8.8
		Disagree	66	82.4
		Neutral	3	3.8
		Agree	3	3.8
		Strongly Agree	1	1.3
3	The organization follows standard selection process.	Strongly Disagree	35	43.8
		Disagree	21	26.2
		Neutral	2	2.5
		Agree	18	22.5
		Strongly Agree	4	5.0
4	There is a selection committee which represents the employee and management.	Strongly Disagree	53	66.2
		Disagree	8	10.0
		Neutral	3	3.8
		Agree	11	13.7
		Strongly Agree	5	6.3
5	There is a fairness selection process among committee.	Strongly Disagree	1	1.3
		Disagree	9	11.2
		Neutral	65	81.2
		Strongly Agree	5	6.3

Source: SPSS results, 2018

Related statement about the selection systems of the company which has been used in the process, researcher asked the first statement, that whether the company uses job description and specification in order to select them. The result shows that 74(92.5%) of respondents agree that the company uses job description and specification in order to select employees, the remaining 2(2.5%), 4(5%) of respondents answer oppositely and neutral respectively. However, Selection is basically picking an applicant from (a pool of applicants) who has the appropriate qualification and competency to do the job.

Statement item No 2 was to respondents in order to know the selected candidate whether having qualification and their suitability to the required jobs. Based on the response shown

on the SPSS result the lion share 73(91.2%) of respondents say that the company's employee selection criteria has not considers the candidates qualification and the suitability to the required jobs. The remaining 4(5.0%) and 3(3.8%) of respondent agree and with no idea on the title respectively. It indicates that the company did not consider the candidates qualification back ground and their suitability to jobs. Using standardize selection system in the company creates an opportunity to achieve the company objectives. statement item No 3 were also asked to confirm this issue in the selected company, consequently from the total 80 respondent 56(70.0%), 22(27.5%) and 2(2.5%) of respondents insures that dis agree, agree and neutral respectively. We understand from this result that the company has not follows standardize selection process. Due to the lack of standardize selection process the company objectives will not achieved as required level of expectation.

Researcher were also distributed statement item No.4 to know whether there is a selection committee which represents the employee and management or not, and from the total respondents 53(66.2%) of respondent were answered that they strongly disagree, 8(10.0%) of respondents responds that they Disagree, 3(3.8%) of respondents were answered that they haven't know/Neutral/, 11(13.7%) of respondents were respond that they Agree and the remaining 5(6.3%) of the respondents were answered they are Strongly Agree. The survey result shows that the majority of the respondents were assures that in the selected company there is no a selection committee which represents the employee or management.

Researcher were also interview the managements to make Sure the survey result, responses from management shows that the company has been used the current staffs to select the candidates during selection process, whereas there is no committee established for the purpose of selection of new candidates. Even if the researcher asked respondents about the fairness of selection committee during selection process, due to the lack of existing selection committee in the company majority 65(81.2) of respondents has been restricted to say agree or disagree, they answers neutrally. Selection committee can serve the company to acquire the relevant candidates and to achieve its objectives efficiently and effectively.

4.2.4 Employees Selection Procedures

Concerning in selection procedures collecting data from employees as discussed below.

Table 4.9 employees' opinion in selection procedures

No	Statements	Scale	NR	%
1	Applicant to fill application form.	Strongly Disagree	11	13.8
		Disagree	44	55.0
		Neutral	6	7.5
		Agree	13	16.2
		Strongly Agree	6	7.5
2	Application forms clear reflect the job opening.	Strongly Disagree	12	15.0
		Disagree	48	60.0
		Neutral	8	10.0
		Agree	3	3.8
		Strongly Agree	9	11.2
3	The selection test given to the candidates are reliable to the job.	Strongly Disagree	69	86.2
		Disagree	1	1.3
		Neutral	4	5.0
		Strongly Agree	6	7.5
4	Validity for selection test measures candidates' suitability to the job.	Disagree	74	92.5
		Strongly Agree	6	7.5
5	The selection requests were planned to measure skills and ability for the open position according to nature of the job.	Strongly Disagree	11	13.8
		Disagree	66	82.4
		Neutral	3	3.8
6	The radio station announced you about the interview program in advance.	Strongly Disagree	42	52.5
		Disagree	37	46.2
		Neutral	1	1.3
7	Selection interview question are linked with job description and job specification.	Disagree	72	90.0
		Neutral	2	2.4
		Agree	5	6.3
		Strongly Agree	1	1.3
8	The interview process is carried out in conducive climate.	Strongly Disagree	2	2.5
		Disagree	1	1.3
		Neutral	2	2.5
		Agree	48	60.0

		Strongly Agree	27	33.7
9	Candidates' background history is investigated.	Strongly Disagree	12	15.0
		Disagree	61	76.2
		Neutral	3	3.8
		Agree	3	3.8
		Strongly Agree	1	1.3
10	The organization uses reference check regarding the skills and experience of the employee has.	Strongly Disagree	1	1.3
		Disagree	3	3.8
		Neutral	2	2.5
		Agree	33	41.2
		Strongly Agree	41	51.2
11	After the selection decision and before job offer is made, candidates required to undergo a medical fitness test.	Strongly Disagree	40	50.0
		Disagree	28	35.0
		Neutral	4	5.0
		Agree	4	5.0
		Strongly Agree	4	5.0
12	Individual candidates with HIV problems are not discriminate from being medical examination results are employed.	Strongly Disagree	2	2.5
		Disagree	2	2.5
		Neutral	76	95.0
13	The job offer is given to the candidate after medical examination.	Strongly Disagree	40	50.0
		Disagree	30	37.4
		Neutral	3	3.8
		Agree	3	3.8
		Strongly Agree	4	5.0
14	The selection committees forward its hiring suggestion for manager to make the final decision.	Strongly Disagree	75	93.7
		Disagree	2	2.0
		Neutral	3	3.8
15	After hiring decision made the organization contact you over phone, via e-mail and give a verbal conformation as soon as selected candidates.	Disagree	2	2.5
		Neutral	7	8.8
		Agree	21	26.2
		Strongly Agree	50	62.5
16	Always the organization gives orientation to candidates before hiring.	Disagree	62	77.4
		Neutral	14	17.5
		Strongly Agree	4	5.0
17	The radio station offers you job orientation, all about the organization and the part of job co-workers/partners.	Strongly Disagree	5	6.3
		Disagree	62	77.4
		Neutral	9	11.3
		Strongly Agree	4	5.0

18	The organization gives the job position to employees after hiring.	Disagree	2	2.5
		Neutral	5	6.3
		Agree	66	82.4
		Strongly Agree	7	8.8

Source: SPSS results, 2018

➕ Application Form

According to Roberts (2005), recognizes the application form as existence the first share of the selection procedure, but points out that it is simply a tool which is characteristically used to screen candidates.

About the form which were they fill during their hiring, results show that 11(13.8%) of respondents strongly dis agree, 44(55%) disagree, 6(7.5%) has no idea and the remaining 13(16.2%) of respondent agree. It implies that the company has no forms used during selection as a procedure. While in the management perception an application form is observed as an easy thing to fill out Roberts (2005) organizes acknowledge that particular manual workers will struggle to fill these out and they are not familiarized to satisfying out official forms.

In terms of form reflecting the job opening researcher forwarded statement item 2, and results shows that 12(15.0%) strongly disagree, 46(60%) disagree, 8(10%) neutral, 3(3.8%) agree and the remaining 9(11.2%) of respondents strongly agree. From thus result the lion shares of respondent agrees that the form did not reflect the job opening. In the process of making clarity of the jobs for the new comer the form shall have to define the opening jobs in advance to facilitate the required goals of the company.

➕ Selection Test

In the reliability checking of candidates ability to the required jobs researcher wants to know the companies selection test methods statement item No 3, results from respondent shows almost all 70(87.6%) of them insures that the company has the lack of test in order to check the reliability of candidates. It means that the company follows the traditional

method of employee's reliability checking methods, and it leads the radio station to be the dominant by other similar radio station.

For statement item No.4, Validity for selection test measures candidates' suitability to the job from the total respondents 74(92.5%) of respondent were answered that they disagree, and the remaining 6(7.5%) of the respondents were answered they are Strongly Agree. As we look on the survey result that almost all of the respondents were disagreed that the Validity for selection test measures candidates' suitability to the job. This indicate that during the preparation of selection requisition to employees shall have not to measure the ability and skills of candidates and that the organization is not well experienced validity for selection test measures candidates' appropriateness to the job.

Statement item No 5 result shows except 3(3.8%) of respondents almost all 77(96.2%) result were disagree that the selection requests were planned to measure skills and ability for the open position according to nature of the job. From this discussion respondents argued that the company has the lack of ability and skills measurement traditions in selection of the prospected employees.

🞣 Interviews

Statement item No 6, about the methods of interview program in respect of announcing to candidates in advance and results shows that the lion shares of the responses 79(98.7%) disagreed on it. So that we can conclude that the company didn't announce the interview program in advance. Statement item No 7 was asked for respondent to know whether the interview question linked with job specification and job description. Results shows that 72(90%) of respondent strongly dis agree, 5(6.3%) agree, 1(1.3%) strongly agree and the remaining 2(2.4%) of respondent haven't idea on it. It indicates the company's interview question doesn't link with job specification and job description.

The interview process carried out in conducive climate, it indicates on the statement item No 8, and result shows 75(93.7%) of respondent agreed that interview process in the

company carried out in a conducive climate. On investigating of the candidates historical background the company has a lack of trends, because research statement item No 9 answers collected from employees shows that 12(15%) strongly agree, 61(76.2%) disagree, 3(3.8%) neutral and remaining 1(1.3%) of respondent strongly agree.

Reference check Background

Similarly statement item No.10, the organization uses reference check regarding the skills and experience of the employee has from the total respondents 1(1.3%) of respondent were answered that they strongly disagree, 3(3.8%) of respondents responds that they Disagree 2(2.5%) of respondents were answered that they haven't know/Neutral/, 33(41.2%) of respondents were respond that they Agree and the remaining 41(51.2%) of the respondents were answered they are Strongly Agree. As we look on the survey result that more than half of the respondents were strongly argued were asked and results indicates that the company use reference check list regarding on skills and experience of employees.

Medical Test

The company were also have the lake of asking candidates to have a medical test before offering the required jobs, because results shows for statement item No 11 indicates the majority 40(50%) respondent strongly dis agree, 28(35%) agree, 4(5.0%) neutral and the remaining 8(10%) of respondents agree and strongly agreed that there is no medical test requisition for required job offer.

 For statement item No 12 almost all 76(95%) of respondents has no idea on questions asked that individual candidates with HIV problems are not discriminate from being medical examination results are employed. As shown above in the company there is no medical test requirement for new candidates, it also proved on statement item No 13 that 70(87.4%) of respondent agreed the company didn't use the medical test examination during their job offered time. Due to this lack of the medical test the company may hires employees having disease that were not to fit the required jobs and the results finally

affects the company's profitability due to the minimum implementations of victims employees.

⯀ Decision Making/Job Offer

The radio stations company shall had to have selection committee; in respect with lack of selection committee the company will decide irrelevant decision on prospected employees. From the total 80 respondents 75(93.7%) has been approves that the company has the lack of selection committee and due to the lack of selection committee there is no suggestions which has been forwarded to the manager in order to decide on the given results of candidate. Finally it leads the company to fail from the market share due to lack of competent employees. The strength of the company on selection process is that announcing of the prospected candidates through different mass Medea and phone as well as emails; the total results shows for statement item No 15 is that 50(62.5%) strongly agree, 21(26.2%) agree, 7(8.8%) neutral and the rest 2(2.5%) of respondent dis agree. The result interpretation shows that the majority of respondents were announced through different Medea. From the discussion implies that the organization well practiced after hiring decision made employees contact as soon as over phone and give verbal conformation is commonly used.

⯀ Orientation

 For statement item No 16, about the orientation given by the company after hiring of candidates is conducted or not. From thus 62(77.4%) of respondents answered disagree, 14(17.5%) neutral and remaining 4(5%) of respondent strongly agree. As shown on the above results the company has lack of giving orientation to candidates before hiring. Similar questions were also asked in order to check whether the company gives job orientation and part of co-workers with partners; results shows there is no job orientation and co-worker partners fellowship. It is already approved by the responses collected from employees that 62(77.4%) dis agree, 5(6.3%) strongly dis agree, 9(11.3%) neutral and 4(5%) of respondent strongly agree.

The last statement were prepared and forwarded to employees to know whether the company gives the job position to employee after hiring or they make employment as symbolic and they decide on the jobs. From the total 80 respondents 2(2.5%) dis agree, 5(6.3%) neutral, 66(82.4%) agree and 7(8.8%) of respondents strongly agree. From this we understand that the majority of respondents approved the company gives the job position after hiring of the employees to decide by them self.

4.3 Challenges to Recruitment and Selection

As shown table 4.10 below, 6 statements were distributed to respondents in order to measure and evaluate the challenges faced to the company during their recruitment and selection process. Different challenges may face during recruitment process and based on literature reviewed here in this research paper, researcher develops those statements

Table 4.10 challenges to recruitment and selection

No	statements	Scale	NR	%
1	There is lack of experts in the labor markets to recruit and select competitive candidates	Strongly Disagree	14	17.5
		Disagree	44	55.0
		Neutral	7	8.8
		Agree	14	17.5
		Strongly Agree	1	1.3
2	Radio Station sometimes failed to recruit and select qualified employee due to budget constraint.	Strongly Disagree	6	7.5
		Disagree	33	41.3
		Neutral	30	37.5
		Agree	9	11.3
		Strongly Agree	2	2.5
3	There is lack of qualified staff to conduct recruitment process.	Strongly Disagree	3	3.8
		Disagree	15	18.8
		Neutral	7	8.8
		Agree	50	62.5
		Strongly Agree	5	6.3
4	Inadequacy of information technology infrastructure facility made the company to face with lack of skilled labor.	Strongly Disagree	3	3.8
		Disagree	51	63.8
		Neutral	12	15.0
		Agree	10	12.5
		Strongly Agree	4	5.0
5	High employees turn over due to lack of balanced salary and benefits as compared as others.	Strongly Disagree	4	5.0
		Disagree	19	23.8
		Neutral	4	5.0
		Agree	45	56.3
		Strongly Agree	8	10.0
6	There is practice of recruitment process of nepotism (directly employing relatives) and poor human resource planning in the organization.	Strongly Disagree	4	5.0
		Disagree	3	3.8
		Neutral	5	6.3
		Agree	38	47.5
		Strongly Agree	30	37.5

Source: SPSS survey results, 2018

The first statement were attempts to evaluate whether the radio station faced the lack of experts in the labor market, results shows that 14(17.5%) of respondent strongly disagree, 44(55%) disagree, 7(8.8%) neutral, 14(17.5%) agree and 1(1.3%) of respondent strongly disagree. From this we understand that, even if the rate of agreement differs the lion shares of respondent argued the lack of experts in the labor market were not their constraint. In addition to this an interview the qualitative data shows that there is huge experts in number in the labor market, while the company faced ambiguity to choose from given market due to lack of human resource planning.

The researcher were also assumes that budget constraint may be the challenges of the company in their recruitment process and statement item No.2, were distributed, respondents were also answers that 6(7.5%) strongly dis agree, 33(41.3%) disagree, 30(37.5%) neutral, 9(11.3%) agree, 2(2.5%) of respondents strongly agree. In this radio station the company has been approved enough budget or has no budget constraints due to this it has not been challenged the recruitment and selection process. The recruitment process should be conducted by the qualified human resource experts, unless the company may lose productive candidates due to the lack of knowledge what the existed experts has done the mistake.

Response results also indicates that for statement item No 3, 2(2.5%) strongly disagree, 3(3.8%) disagree, 15(18.8%) neutral, the majority 50(62.5%) agree and the remaining 5(6.3%) of respondents were strongly agree. From this survey result the majority of respondents argued that the company has lack of qualified human resource experts to conduct the recruitment and selection process. Burack (1985) says that staffing sources are significantly linked to adjustments in employees' performance, turnover, satisfaction and organizational promise. Question No 4 were asked about the company Information technology infrastructure and its challenges during recruitment and selection process, the response indicates that 51(63.8%), 3(3.8%) of respondent agree and disagree respectively, 12(15%) neutral and the remaining 14(17.5%) of respondent agreed. Based on this survey result the company recruitment and selection practice has not been affected by the lack of information technology infrastructure.

Researcher were also develops statement item No 5 to evaluate the in-balancing payment system may or may not challenges the recruitment and selection practices in the selected company, result shows that 4(5%) strongly dis agree, 19(23.8%) disagree, 4(5%) neutral and the remaining 45(56.3%) & 8(10%) of respondents agree and strongly agree respectively. An employee has the choice in the huge markets to have balanced salary and benefits with regard to their knowledge, experience and efficiency. Once a company has not been balanced its employee's salary and work related benefits as per the similar other company, employees may look the better than they have today. Finally the company may face high employee turnover due to lack of balanced salary and benefit payments, it also affects the performance of the company through un-effectiveness of the employees.

In the final of the research paper, statement item No 6, survey result indicates that 4(5%) of respondent strongly dis agree, 3(3.8%) disagree, 5(6.3%) neutral, 38(47.5%) agree and the rest 30(37.5%) of respondents strongly agree. Almost 70% of respondents agreed that in the company there is hiring of relatives than others and also there is poor human resource planning in the company. A common problem in recruitment and selection is poor HR planning. Tough HR planning interprets business rules into exact HRM procedures and practices. This is mainly consequently through recruitment and selection policies and practices. The main objective of HR planning is to get the exact number of persons with the right skills, experience and abilities in the right jobs at the right time at the right cost. Comprehensive and strong recruitment and selection procedures, such as recruitment and selection processes, evaluating standards, abilities reviewing and processing the information around the labor market are significant in recruiting and organizing suitable workers at the right time (Kaplan and Norton, 2004).

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The analysis part this study was presented in chapter four by addressing the study purposes. This chapter presents summary of major findings, conclusions and recommendations of the research paper.

5.1 Summary of the Major findings

The main purpose of the study is to explore the recruitment and selection practices and challenges at radio station. Descriptive survey was conducted based on the data collected through questionnaires and interview.

The research finding incorporates the objective of the study were identified to examine the current recruitment and selection practice adopted by selected company. As shown on the previous analysis part the major clues that indicates the company practice in respect with human resource managements and its gaps has been determined during the research process.

In order to recruit and select qualified candidates there should be the company's human resource policy as well as implementation guidelines. While the company has no human resource management policy and procedure to recruit and select the relevant applicant for the specific jobs offered. In the recruitment process there is also absence of addressing huge labor market; due to this reason the company has faced getting of skilled man power those who can fit the required jobs.

HR inventory is one of the practices of recruitment and selection, As it shown above previous chapter the company has not using the human resource inventory system to appreciate or depreciate the existed work force and due to the lack of HR inventory system, managers may decide wrong decision which will finally gaps of recruitment and selection

Managers of the company has decide the final result of the candidates without the comment or suggestions of selection committee whether to accept or not: it is why the reason the un-existence of the selection committee. The recruitment and selection practice of the company has not been linked with human resource planning according to analysis result.

The company also used hiring of the relatives who is the family of once in the organizations, the final consequence of such types of results affected the effective workers due to the in balancing of the work they did and the returns they received. Even if the company has a trends of hiring employees to the opened jobs from outside of the organization, while there is directly selecting employees from another organization without preconditions as implies from analysis part. According to respondents state that.

It has been criticized by the existed workers why they are not fit the required jobs, especially when the job offered has better benefits than they have now. It has also privation of standards which can use during selection process. As show on analysis part there is no anyone from the existed employees who were requested to submit their medical status. And the lack of orientations given to them during the beginning of their offered jobs, and they introduced directly to the main jobs without any clue.

The research result also shows the gaps of the company during the recruitment and selection of its employees. Application form needs to fill when the recruitment and selection process conducted, while there is absence of application form which has the relevant information of the prospected employees. Related with this the company were also faced a problems to evaluate the reliability and their capacity for the required jobs due to the lack of test given to the candidates. Even if there is an interview questions developed by the company there is far difference between the interviews questions prepared to candidates has lack of synergy compared with job descriptions and specification.

For a better recruitment and selection of candidates the company has not address qualified candidates in the labor market through inviting of them to apply for the jobs offered by them. The company has neglected the fundamental HR functions. There is also absence of recruiting of competent employees needs to cooperate with educational institutions in order to get qualified candidates

As shown the previous chapter results indicates that the company has lack of planned measurement of skills and abilities of candidates based on the nature of jobs to improve recruitment and selection practices. There is high employees turn over due to the lack of fair salary and benefits for required jobs compared as another similar business sectors.

The recruitment and selection of employees has been influenced by the internal problems of the company; there is selecting practices of candidates by the relationships those having relatives within the organization.

5.2   Conclusions

Based on the data collection Conclusions were drawn as follows .

Recruitment and selections are important function of human resource management and they are essential with affecting organizational achievement. The quality of new recruits based upon an organization recruitment practice, and that the comparative accomplishment of selection phase is essentially based upon the ability of candidates concerned as analysis that the recruitment and selection is an essential to radio station in order to obtain the suitable employees with good performance. The company has required following clear policy and procedure during the recruitment and selection practice with better understanding about the process of recruitment and selection.

The company selects employees from the staff's member relatives; while such type of selection leads to miss the objectives of the company due to selecting of unqualified employees. For the better recruitment and selections of candidates the company needs to

have human resource department in order hire qualified employees in terms of skills ability knowledge experience and with excellent performance.

Due to the lack of human resource department; there is no human resource planning in the selected organization. The company were also has lack of policy and procedures of human resource which used to improve the recruitment and selection practices. Improving of these all is advantages to organization for future long term persist with organizational goal achievement success.

An existed employees has a talents to the jobs what they do, nevertheless it has to be supported by the related education to enhance their capacity and for the better company success. The company has to assigns employees who can facilitate the HR practices and recording of the historical back grounds of the company's employees on human resource inventory. Even if there is an interview questions prepared within the organization it has lack of synergy with the required jobs and there is no test given to evaluate the reliability of candidates for the specific vacant jobs. The practices of recruiting of candidates from educational institutions were not used as a source of labor market; whereas employee's referral and family based recruitment has been implemented in the company.

In order to improve the recruitment and selection practice there is lack of management coordination in the organization and it makes the recruitment and selection practice to be dominated by the traditional way of employments. The competency of recruiter capacity has affects the recruitment and selection practices', due to this reason the organizations recruitment method has been failed to improve the process. High rate of employees turn over were also affects the performance of the company, due to the in balancing salary and benefits given to employees leads them to fire their jobs.

5.3   Recommendations

Based on the entire study the following major recommendations are made for the radio station management consideration.

➢ The radio station shall develop the clear policy and procedures and to realized better human resource management department.

➢ The company also needs to linked their recruitment and selection practice with HR planning

➢ The Organizations should adopt formal recruitment and selection in a better way. Formal recruitment and selection policies would help the organization in attracting internal and external candidates in filling any vacant position.

➢ The organization should give equal Opportunity up on others during recruitment and selection practices. Regarding with different recruitment source and recruitment method from that the get potential candidates concerning from different sources would ensure that the vacancy announcements increases as wider and to obtain a high number of suitable candidates.

➢ The organization should make given an accurate training and enough orientation for all employees related with job requirement needed.

➢ The organization should develop the performance appraisal as systematical way regarding with this the organization goals can be achieved when people put in their best efforts. That the employees' assessment is one of the fundamental jobs of human resource management.

➢ The that the radio station should set the organization objective for recruiting workers despite the current recruitment and selection should be re-looked and properly used human resource department.

➤ Therefore there is a need for management to set in place policy or strategy that was improve and help recruit and select the right employees for the right job at the right time with the right cost in the right position to strive towards for the achievement of organizational goal and objective.

➤ Finally researcher recommends that the organization determine such as recruitment selection training with transfers and effective promotion this outcome are many advantages in terms motivational employees and long term persist in the organization and for the future accomplishment organizational goal and also decrease high rate of employees turn over.

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APPENDEX

St.Mary's University

School of Graduate Studies

Dear Respondents

The purpose of this questionnaire is to gather data for thesis entitled "Assessment of Recruitment and Selection Practices and Challenges at Bisrat FM 101.1 Radio Station."

The information is going to be used as a primary data in this research. Therefore, researcher would like to ask you kindly to complete this questionnaire, as truthfully as possible. I would also like to inform you that the responses you provide will be kept confidential and will not be disclosed to the third party.

The researcher would like to express heartfelt thanks in advance for taking part in this endeavor.

Yours Faithfully,

Abeba Regasa

Mobile:+251-922-28-96-55

E-Mail: abebar12@yahoo.com

PART I: Demographic Variables of the Respondents:

☛ Do not write your name

Instruction: please identify your choice by putting a tick ("✓") mark in the box.

1.   Gender: Male ☐   Female ☐

2.   Age: 18-20 ☐   21-30 ☐   31-40 ☐   41-50 ☐   >51 ☐

3.   Academic status.

☐ Master's Degree

☐ Bachelor's Degree

☐ Vocational certificate/Diploma

☐ Other (Specify)_____

4.   Year of service / year of work experiences in Radio Station

☐ 1-2 year's ☐ 2-3 year's

☐ 3-4 year's ☐ 4-5 year's

☐ Above 5 years

5.   Current Position

☐ Finance Head and Administration   ☐ General Manager

☐ Journalist   ☐ Technician

☐ Other (specify)_____

PART II: Respondents Opinion Regarding on Recruitment and Selection

Instruction: For the statements indicated in the tables below, please show your level of agreement by ticking   mark (√) based on the following rating scale

Rating Scale: 1= Strongly Disagree, 2= Disagree, 3 = Natural, 4= Agree, 5= Strongly Agree

2.1 Overview of Recruitment and Selection

No	Statements	Response Rate				
		1	2	3	4	5
1	The radio station has policies and procedures of recruitment and selection.					
2	Recruitment and Selection practice are linked with human resource planning.					
3	The company structure has a pure human resource department.					
4	The radio station addresses the huge labor market and good will up on recruitment and selection process from outsider.					
5	To the best recruit and select the relevant candidate, the organization has allocates enough budgets.					

2.2 Recruitment

2.2.1   Internal Sources of Recruitment

No	Statements	Response Rate				
		1	2	3	4	5
1	There is a good involvement of recruiting process within the organization.					
2	The radio station has a trend of recruiting candidates from the company workers.					

No	Statements	Response Rate				
		1	2	3	4	5
3	There are qualified workers within the organization who can fit the required vacancies.					
4	The organization has followed the deliberate practice of internal sources of recruitment to motivate employees.					
5	The radio station is beneficiary more cost effective from the internal recruitments than external.					

2.2.2 Internal Methods of Recruitment

No	Statements	Response Rate				
		1	2	3	4	5
1	Posting notice of job openings on radio station bulletin boards is an effective in the organization based on the nature job vacancy.					
2	The organization invites qualified employees to apply.					
3	The organization recommend from supervisor, employees who are qualified and interested job requirement.					
4	The organization use of human resource inventory can find the best suited candidate.					
5	The organization uses employee reference to obtain adequate and relevant employee information.					

2.2.3 External source of Recruitment

No	Statements	Response Rate				
		1	2	3	4	5
1	The radio station uses outsourcing agency and university used as external source of recruitment.					
2	The radio station recruits directly from other organizations.					
3	Majority of qualified candidates from outside are attracted to apply for vacancies.					

No	Statements	1	2	3	4	5
4	The organization widely used to make recruitment for entry-level and skilled man power from the labor market.					
5	The radio station uses skilled personnel or people having special talents for organizational goal.					

2.2.4   External Methods of Recruitment

No	Statements	Response Rate				
		1	2	3	4	5
1	The job advertisements were posted using radio, newspaper and website.					
2	The job advertisement includes all the needed aspect information about the job requirements.					
3	The company has a good trend on employment exchange.					
4	Recruitment from educational institution placement is a well-established practice.					
4	Employee will recommend their friends and relatives if he or she believes the individual can perform adequately.					
5	The organization uses causal callers (without advertising) for recruitment of Key professional.					

2.3 Employees Selection

No	Statements	Response Rate				
		1	2	3	4	5
1	The potential candidate has been selected based on the job description and job specification.					
2	Most selected candidate has qualified backgrounds and suitable for the vacant open position.					
3	The organization follows standard selection process.					

4	There is a selection committee which represents the employee and management.					
5	There is a fairness selection process among committee.					

2.3.1 Employees Selection Procedures

No	Statements	Response Rate				
		1	2	3	4	5
1	Applicant to fill application form.					
2	Application forms clear reflect the job opening.					
3	The selection test given to the candidates are reliable to the job.					
4	Validity for selection test measures candidates' suitability to the job.					
5	The selection requests were planned to measure skills and ability for the open position according to nature of the job.					
6	The radio station announced you about the interview program in advance.					
7	Selection interview question are linked with job description and job specification.					
8	The interview process is carried out in conducive climate.					
9	Candidates' background history is investigated.					
10	The organization uses reference check regarding the skills and experience of the employee has.					
11	After the selection decision and before job offer is made, candidates required to undergo a medical fitness test.					
12	Individual candidates with HIV problems are not discriminate from being medical examination results are employed.					
13	The job offer is given to the candidate after medical examination.					

No	Statements	1	2	3	4	5
14	The selection committees forward its hiring suggestion for manager to make the final decision.					
15	After hiring decision made the organization contact you over phone, via e-mail and give a verbal conformation as soon as selected candidates.					
16	Always the organization gives orientation to candidates before hiring.					
17	The radio station offers you job orientation, all about the organization and the part of job co-workers/partners.					
18	The organization gives the job position to employees after hiring.					

2.4 Challenges to Recruitment and Selection

No	Statements	Response Rate				
		1	2	3	4	5
1	There is lack of experts in the labor markets to recruit and select competitive candidates.					
2	Radio Station sometimes failed to recruit and select qualified employee due to budget constraint.					
3	There is lack of qualified staff to conduct recruitment process.					
4	Inadequacy of information technology infrastructure facility made the company to face with lack of skilled labor.					
5	High employees turn over due to lack of balanced salary and benefits as compared as others.					
6	There is practice of recruitment process of nepotism (directly employing relatives) and poor human resource planning in the organization.					

Thank you!

PART III: Interview Questions on Recruitment and Selections.

These questions provided to general managers and the deputy general manager as well as selected managements of the company.

1. Does the organization have human resource planning? ----------------------- --- ---

2. Does the organization have policy and procedure linked with HR planning during recruitment and selection process? -- --- --

3. Did the organization allocate enough budgets to recruitment and selection process? ----- --- --- --------------------------------------

4. What type of recruitment sources used in recruitment process? --------------------------- --- --------------

5. What are the internal and external recruitment methods used? ------------------------------- --- ----

6. Is there any gap in the process of recruitment and selection practice? Please explain ---- --- --- ---------

7. What types of selection process the organization follows? ----------------------------------- --- --- ------------------------

8. What are the challenges of recruiting and selection practices at Bisrat FM 101.1 radio station?---

9. Do you think that all candidates has been selected based on the organization job requirements with their needed academic background?---

10. How recruitment and selection practice affects employee's performance? ---

11. What do you recommend to improve the recruitment and selection practice of the organization?---

If any additional observation regards on this topic please explain. ---

Thanks for your kindly cooperation!

DECLARATION

I Abeba Regassa, declare that this thesis is my original work, this paper prepared for the partial fulfillment of the requirements for Master of Business Administration entitled Assessment of recruitment and selection practice and challenges at Bisrat FM 101.1 radio station is prepared with my own effort. I have made it independently and prepared under the guidance of Shoa Jemal (Asst. Prof). All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

_____   _____

Name   Signature

St.Mary's University, Addis Ababa, Ethiopia   December, 2018

ENDORSEMENT

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

_____   _____

Advisor   Signature

St.Mary's University, Addis Ababa, Ethiopia   December, 2018