ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

THE ASSESMENT OF RECRUITMENT AND SLECTION ON EMPLOYEE PERFORMANCE; THE CASE OF VISION ACADEMY.

BY: - EDEN HAILU

DECEMBER, 2022

ADDIS ABABA, ETHIOPIA

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A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF REQUIREMENT FOR THE DEGREE OF MASTERS OF BUSINESS ADMINSTRAION.

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APPROVED BY BOARD OF EXAMINERS

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DECLARATION

I declare that this thesis work entitled the effect of Recruitment and selection practice on organizational performance in my organizational work and has not been presented earlier for award of any degree or diploma to any other university and that all sources of materials used for the thesis have duly acknowledged. I have conducted it independently except for the guidance and have duly acknowledged. I have conducted it independently except for the guidance and suggestion of my research advisor Abrarw Chane (Ph.D).

Declaration by: Name ＿＿＿＿＿＿

Sign ＿＿＿＿＿＿

Date ＿＿＿＿＿＿

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ACRONYMS

HR Human Resource

HRM Human Resource Management

HRP Human Resource Practice

R& S Recruitment and selection

OP organization performance

VA Vision Academy

SPSS Statistical packages for social science

ABSTRACT

Recruitment and selection, as a human resource management functions, is one of the activities that impact most critically on the performance of an organization in terms of achieving its ultimate goal. The objective of this study is to examine the assessment of Recruitment and selection practice on employee performance in the case of vision academy. The study used descriptive research design to achieve the objective of the study. Quantitative research approach was also applied. Data was gathered through questionnaires'. To collect representative data a five point likert scale is used and descriptive analysis with frequencies and percentage was apply during data analysis. To select employees stratified random sampling was used. The target population size is 350. To determine the sample size of each stratum stratified sampling was used, the least sample of 32 employees, a medium sample of 80 employees and a high sample of 125 employees was selected. Questionnaires were distributed to collect the data from the sample of 125 employees of the academy. After the data was collected descriptive analysis method such as mean, Frequency, and Percentage were used. The question during the Paper examination usually does not measure the knowledge, skills and abilities of the candidates. The academy does not provide equal employment opportunities as their selection criteria are not transparent. The researcher provided some recommendations in order to enhance the recruitment & selection practices of academy. The recruitment sources which are external and internal better be balanced. In order to measure the knowledge, skill and abilities of the candidates it is better that the exam to be framed and prepared by recruitment and selection committee with the guidance of experts on the area.

Key words: Vision Academy, recruitment, selection, organizational performance, human resrce, human resource practice.

CHAPTER ONE: INTORDUCTION

1.1 BACKGROUND OF THE STUDY

In today's most competitive and dynamic business environment the success of those organizations will be depends on the ability of the organizations for attracting and retaining competent manpower that will able to give the competitive advantage to the organization . The process of employee recruitment and selection in each category of employees into both private and public organizations has been a matter of concern and seek attention. Even though, attracting the best human resource is the interest of all organization, the selection and recruitment problems are the major problems of achieving the target of the organization (Onyeaghala and Hyacinth 2016).

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

Robinson and Coulter (2012) suggest the significance of human resource planning that it ensures organizations have the required quantity and quality of employees. Human resource planning is an important management practice to decide whether recruitment and selection are required or not. In practice, there is no tradition of assessing future human resource need and develop a program to meet those future needs in most organization (Abebe,2012).

According to United Nations (2004), people are the lifeblood of any organization and agents of change in Public Sector. The knowledge, values and attitudes of public servants are at the heart of state performance; hence effective recruitment and selection will help to bring development in state if well practiced. Successful employee recruitment and selection practices are main mechanism at the entry point of human resources in every organization proficient recruitment and selection strategies results in improved organizational outcomes (Naveen & Raju, 2014).

According to Armstrong (2006) is that people and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage. By the same token, under-achievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles & Holmberg, 1980; Djabatey, 2012).

1.2 BACKGROUND OF THE ORGANZATION

Vision Academy was established in Addis Ababa, Ethiopia in 1992 by Melaku Tadesse. The school owner began a small kindergarten in a rented house surrounded by the most splendid house and colorful garden. The school had only few students to begin with, expatriates and Ethiopians were quickly drawn to the unique little school that focused on quality education, a nurturing environment and cultural inclusiveness. By the end of the sixth year the number of students had grown to more than 500. By the end of the seventh year the number of students had grown to more than 850 students. The rapid growth push the academic mangers to build another branches. Now vision Academy have more than three branches.

❖ Vision

"To create a 21st century divergent thinkers!"

❖ Mission

To inspire and facilitate learners through an authentic global education and indigenes knowledge in order to nurture their passion for knowledge, so they may pursue their dreams and become successful global citizens.

❖ Core values

To provide an environment that encourages and nurtures the individual development of attitudes and skills essential to achieve success in a rapidly changes world.

We are committed to the cultivation of:

- Respect
- Responsibility

- Excellence and equality in education

- Inclusion and acceptance of individuals and cultures

1.3 STATEMENT OF THE PROBLEM

It is the wish of most organizations to have the best human resource to channel their collective efforts to excellent performance, increased productivity, job satisfaction and, above all, to meet customer expectations in terms of quality, cost, and time.

It is the wish of most organizations to have the best human resource to channel their collective efforts to excellent performance, increased productivity, job satisfaction and, above all, to meet parents expectations in terms of quality, cost, and time. As vital is recruitment and selection practice on employee performance, it has not been given a proper attention in vision academy. There are many problems in the academy such as customer dissatisfaction, employee turnover, and lack of service quality. For all these issues what the organization usually assumes the problem is related to; the parents failing to understand what they want from the academy, Salary of the employees, Conflicts between managers and employees, Lack of budget and other same old and repetitive reasons.

They have not given much attention to their recruitment and selection practice for their weak performance. The academy has not been able to attract top talent and high-quality candidates due to less attention paid to their recruitment and selection practices. The researcher therefore suggests that recruitment and selection could have a positive impact on employee performance and try to examine and demonstrate their relationship and effect.

Thus, vision academy is such a big academic institution that practices recruitment and selection process pervasively for all these programs under various internal and external constraints. The growth and development of any country is connected directly or indirectly with the educational industry. In Ethiopia, it is the wish of most construction firms to engage the best human resource in order to channel their collective effort into excellent performances, increase in productivity, job satisfaction and above all meeting client's expectations in terms of quality, cost, time and safety. However, there is little evidence in the Ethiopian educational sector to show how teachers are recruited and selected. 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 in many

educational sectors, they are not to achieve or meet their stated objectives and goals. It is therefore clear from the foregoing that unconventional selection practices can ruin any business plan thereby affecting the overall target of educational sectors.

1.4 RESERCH QUESTIONS.

This research was conduct to examine the assessment of recruitment and selection on employees performance: the case of Vision Academy. Consequently, the research was tried to answer the following specific research question.

1. To what extent recruitment and selection practice implemented in Vision Academy?
2. Which one of recruitment and selection practice highly affects performance of employees?

1.5 OBJECTIVE OF THE STUDY.

This research has the following general and specific objectives

1.5.1 GENERAL OBJECTIVE

The general objective of this study was to find out the effect of recruitment and selection practice on employee performance of Vision Academy.

1.5.2 SPECIFIC OBJECTIVE

❖ To examine recruitment practice of Vision Academy
❖ To assess the relationship between recruitment and selection practice towards organizational performance of vision academy.
❖ To examine the effect of recruitment and selection practice on organizational performance.

1.6 SIGNIFICANCE OF THE STUDY

This study can help vision academy to check their current recruitment and selection practice and to understand the effect of recruitment and selection practice on employee performance. Moreover, they can build an effective recruitment and selection practice that helps them to achieve their organizational goals by attracting and hiring a competent candidate. Furthermore, the study may be a useful reference material for researchers and development policy makers who may interest to do a more in-depth analysis of the recruitment and selection practices has an effect on employee performance.

1.7 SCOPE OF THE STUDY

To achieve the objectives of the study the research was focused on both the academic and administrative wings. Under both the academic and administrative wings employees in the school of kindergarten, elementary, secondary school program was choose as the focus of the study. The study was rule out employees who work at kindergarten, elementary and secondary school of vision academy. In short the scope of the study was revolving around the recruitment and selection practice of Vision Academy with reference to workers at educational program.

1.8 LIMITATION OF THE STUDY

The study attempted to consider different things in order to maximize the worth of research findings. The samples taken for this study were restricted due to lack of resource and time to cover. Thus, it has its own impact on the comprehensiveness of the study. In addition to this, some of the respondents are not able to return the distributed questionnaires on time. Furthermore, the lack of related works done concerning recruitment and selection practice, as well as limits in the availability of well-organized and reliable data in the academy that was used in the review literature, were constraints encountered during the work's progress. But the researcher overcame all the problems and conducted the research.

1.9 DEFINATION OF TERMS

Recruitment: is the process of discovering potential candidates for actual or anticipated organizational vacancies (Decenzo and Robbins 2001).

Selection: Selection is the process by which candidates for employment are divided into two classes those who will be offered employment and those who will not (dale yoder 1973).

Employee performance: when the actual results or output of an organization measured against that organization's intended outputs (jones 2015).

1.10 ORGANZATION OF THE STUDY

The paper has been organized into five chapters. The first one deals with the background of the study, statement of the problem, significance, delimitation, limitation, organization of the study and definitions of key terms and abbreviations. The second chapter deals with review of the related literature that deals with theoretical framework of the accepted recruitment and selection practice. The third chapter focuses on the presentation of research design and methodology. The fourth chapter is the other major part where the recruitment and selection of Vision Academy is

analyzed data obtained through questionnaire and interview from employees and HR staff was analyzed and interpreted .Finally, conclusion and recommendations are presented in the fifth chapter.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

This section has two parts which is the theoretical and empirical literature which will help to analyze and identify the effects of recruitment and selection on organizational performance: the case of Vision Academy.

2.2 THEORETICAL LITERATURE

2.2.1 RECRUTEMENT AND SELECTION

Recruitment and selection are two different activities of HRM, but they are highly interrelated.

This is evident that best selection practice is always possible only after best recruitment practice.

Bratton and Gold (2007, 139) defined recruitment and selection as follows: Recruitment is the process of generating a pool of capable candidates to apply to an organization for employment. Selection is the process by which mangers and recruiters use specific instrument to choose a candidate from a pool of qualified applicants most likely to succeed the job(s), given management goals and legal environments are fulfilled.

These definitions clearly elaborate recruitment and selection is inseparable that successful Selection activities always start with proper practice of recruitment. This definition also suggests that selection is not a spontaneous practice, but it is planned activity to achieve Organizational goal within a given legal provision. Evancevich(2004,210-217) also Recruitment is the set of activities an organization uses to attract job candidates who have the abilities and attitudes needed to help the organization achieve its objectives. ..Selection is the process by which an organization chooses the best candidates from a list of qualified applicants.distinguishes recruitment and selection giving similar definitions:

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

Though recruitment is primarily crucial human resource activity with the central purpose of attracting suitable applicants for vacant posts, it also plays a strategic role as public-relations

practices. It can help to creating a desirable public image as a good employer and equal opportunity employer among its publics to both successful and unsuccessful candidates alike;

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

According to Windolf (1986), the choice of a particular recruitment strategy by a firm is specific to the resources available to the organization at hand and its environmental dynamics. Boxall, Purcell and Wright (2007), highlight five different questions an organization has to answer to have an effective recruitment strategy in order to pursue its survival and success. Those questions are "Whom to recruit?", "Where to recruit?", "What recruitment sources to use?", "When to recruit?" and "What message to communicate?" The notion of effectiveness in this study relates to the manner by which organizations implements its employment policies. The essence is to understand whether such policies are applied appropriately in the way they have been designed.

As discussed by Jackson et al. (2009), human resource management approaches in any business organization are developed to meet corporate objectives and materialization of strategic plans. The nature of recruitment and selection for a company that is pursuing HRM approach is influenced by the state of the labour market and their strength within it. Furthermore, it is necessary for such companies to monitor how the state of labour market connects with potential recruits via the projection of an image, which will have an effect on and reinforce applicant expectations. Bratton & Gold (1999), were of the view that organizations are now developing models of the kind of employees they desire to recruit, and to recognize how far applicants correspond to their models by means of reliable and valid techniques of selection.

Also related to the success of a recruitment and selection process are the strategies an organization is prepared to employ in order to identify and select the best candidates for its developing pool of human resources. Organizations seeking recruits for base-level entry positions often require minimum qualifications and experiences. These applicants are usually recent high school or university/technical/college graduates many of whom have not yet made clear decisions about future careers or are contemplating on engaging in advanced academic

activity. At the middle levels, senior administrative, technical and junior executive positions are often filled internally. The push for scarce, high-quality talent, often recruited from external sources, has usually been at the senior executive levels. Most organizations utilize both mechanisms to effect recruitment to all levels. The focus of recruitment and selection according to Montgomery (1996), is on matching the capabilities and inclinations of prospective candidates against the demands and rewards inherent in a given job.

Odiorne (1984), postulated that the quality of recruitment practices put in place by an organization is a function of the quantity of application that will be received; he stated further that the relative effectiveness of the next human resources phase (selection) is inherently dependent upon the quality of applicant attracted. Furthermore, Smith and Robertson (1993), agreed with the above assertion by stating that the more effectively the recruitment phase is implemented and carried out, the easier and accurate the selection process becomes in making decisions on which applicant to select. Odiorne (1984), added that the result of effective recruitment and selection are the reduction on labour turnover, good employee morale and improves organizational performance.

2.2.2 ORGANZATIONAL PERFORMANCE

Organizational performance (OP) is an indicator which measures how well an enterprise achieves their objectives (Hamon, 2003). Organizational performance is concerned with product or service quality, product or service innovation, employee attraction, employee retention, customer satisfaction, management/employee relation and employee relation (Delaney and Huselid, 1996).

Organizational performance involves analyzing a company's performance against its objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. The term has a similar meaning to „organizational effectiveness." However, „organizational effectiveness" covers a broader area. An organization is an organized group of individuals with a specific purpose. „Performance" is the process or action of performing a function or task. We perceive it regarding how successfully the person carries out that function. When we put the two words together, i.e., organizational performance, what do they mean? According to (Louise James), a Senior Manager at Pitcher Partners: "Organization performance relates to how successfully organized group of people with a

particular purpose perform a function. "The analysis of company's performance focuses on three main outcomes. First, shareholder value performance; second, financial performance; and third, market performance. Many types of professionals, including strategic planners, focus on organizational performance.

2.3 EMPERICAL LITERATURE

2.3.1 RECRUITMENT

Recruiting may be defined as the process of generating a poor of qualified applicants for organizational goals (Mathis and Jackson, 1997). It is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualification and also encouraging individuals to apply for the jobs within an organization. The word "qualification" would be an important term because attracting applicants who are unqualified for the job is a costly by and time wasting action. Unqualified applicants need to be processed and even tested or interviewed before they are identified as "unqualified".

Gold (2007) defines recruitment as a process of creating a collection of all employment applicants to an organization. The process starts with advertising existing vacancies in an organization, which is targeted at suitable sources of applicants (El-Kot and Leat, 2008). Thus, the organization draws suitable candidates through advertising and after applications are received, they are assessed to identify the most suitable applicants. Recruitment is daunting since organizations are concerned with the costs of recruitment inefficiencies and as such, HRM endeavors to recruit at a minimum cost without compromising quality (Armstrong, 2006).

Huselid (2005) views recruitment as an attempt at effectively drawing applicants competent enough to fill in the job vacancies within an organization. On the other hand, Castello (2006) views recruitment as a process of legally obtaining applicants with stake in an organization, and, whose skills and qualifications meet the needs of the organization. Furthermore, the Chartered Institute of Personnel Management of Nigeria (CIPM) (2007) defines recruitment as an opportunity for an organization to draw and pinpoint suitably qualified candidates to fill current and imminent jobs within the organization.

Recruitment endeavors to attract highly competent applicants from which only the most competent are selected (Jovanovic, 2004). Quinn (2013) states that recruitment is a process of enticing and attracting candidates, which should result in lodging applications to an organization. From the recruitment definitions given so far, it is evident that recruitment begins with attracting

suitable candidates to apply for vacant or imminent positions within an organization. As a discipline, recruitment is a very specialized field in human resource management as it involves techniques for effectively identifying and creating a pool of skilled and qualified applicants (Boxall, Purcell and Wright, 2007).

The recruitment and selection process is concerned with identifying, attracting and choosing suitable people to meet an organizations human resource requirement. Beaumount (1993) identifies three key issues that have increased the potential importance of the selection decision to organizations. First, demographic trends and changes in the labor market have led to a more diverse work force which has placed increasing pressure on the notion of fairness in selection. Second, the desire for multi-skilled, flexible work force and an increased emphasis on team working has meant that selection decisions are concerned more with behavior and attitudes than with matching individuals to immediate job recruitments and third, the emphasis between corporate strategy and people management has led to the notion of strategic selection; that is, a system that links selection processes and outcomes to organizational goals and aims to match the flow of people to emerging business strategies.

In a more widely encapsulating description, recruitment, recruitment occurs because of the following reasons, First, someone has left the organization; Second, a specialist is required for particular position; Third, the volume of work has increased; Forth, something new is happening (Russell 2012).

On the other hand, Neerajkumari (2012) explained that recruitment has the benefits and importance such as; create a pool of potential candidates for the benefits of the organization; increases the pool of job seeking candidates at minimum cost; increase the success rate of selection process by decreasing the no visits of qualified job applicants; identifying and preparing potential job applicants who will be the appropriate candidature for the job and increasing organization and individual effectiveness of various recruiting techniques and for all the types of job applicants.

2.4. RECRUTEMENT AND SLECTION PROCESS

The main aim of recruitment and selection process must be to obtain the number and quality of employees essential to assure the human resource needs of the organization at lowest cost (Armstrong, 2006). There are four stages of recruitment and selection process:

2.4.1 ATTRACTING CANDIDATES

Attracting employees refers to reviewing and evaluating alternative sources of applicants, inside and outside the organization attracting the best candidates is more critical to organizational success whilst those without qualifications find it increasingly difficult to become shortlisted (Chapman.D 2005). The analysis of strengths and weaknesses must cover such matters as the national or local status of the organization, pay, employee benefits and working conditions, the internal interest of the job, the employment security, education and training opportunity, career forecast, and the location of the organization.

According to DeCenzo, D. and Robbins, S. *(2005)* the ideal recruitment effort attracts a acceptable number of qualified applicants who need the job but certain realities cannot be ignored. Problems on attracting candidates limit human resource recruiter's freedom to recruit and select a candidate of their choice. Some of the constraints on attracting employees are as follows:

Organization image: a prospective candidate may not be interested in pursuing job opportunities in the particular organization. The image of the organization therefore can be a potential constrain.

Job attractiveness: to fill an unattractive job, recruiting a large and qualified pool of applicants will be difficult. Moreover a job viewed as uninteresting, unsafe, low paying and lacking in promotion, the organization can't attracts potential and qualified pool of candidate.

Internal organizational policy: internal organizational policies, such as 'promote from within wherever possible' may give priority to individuals inside the organization. Such policies, when followed typically insure that all position other than the lower level entry position will be filled from within the rank. This practice may reduce the number of candidates. In order to attract qualified applicants an organization must evaluate the sources of recruitment.

2.4.2 SELCETING CANDIDATES

After the work of attracting employees is done the next step is selecting candidates that are best fit to the organization by sifting applications, interviewing, testing, assessing candidates, assessment centers, offering employment, obtaining references; preparing contracts of employment, (Decenzo, 2005).Employee selection is the process of testing and gathering information to decide whom to hire (Greg, S and Kenneth, B 2009). HR and line managers carry on to use a variety of incorrect methods to support the task of forecasting which applicant will be

most successful in meeting the demands of the job, and/or are the best fit with the job group and the organization culture. (Torrington, D. Hall, L. and Taylor, S.2005).

The following selection method criteria's will help HR and line managers in predicting which applicant is fit for the job and the organization.

Reliability: is the degree to which a selection method yields consistent results. It is concerned with consistency measurement (Stewart, G and Brown, K 2009). It indicates that the selection method that the organization uses is trusted by measuring its consistency. There are different methods of measuring the reliability of a selection method.

Test- retest method: it is the process of assessing reliability that compares scores on a single selection assessment obtained at different times.

Alternate-form method: a process of estimating reliability that compares score on different versions of a selection assessment.

Split-halves method: It is the process of measuring reliability that compares scores on two parts of a selection assessment.

Inter-rater method: it is the process of measuring reliability that compares evaluation scores provided by different raters.

Validity measures are the quality of being reasonable and being suitable. Employee selection methods must correctly foresee who will perform the job properly (Stewart, G and Brown, K 2009). High reliability may mean little if the selection device has low validity (DeCenzo, D. and Robbins, *S. 2005*). There are different types of validities such as:

Content validity: measures the extent to which a test usually measure some aspect of the job itself, or has content similar to the job content (Stewart, G and Brown, K. 2009)

Criterion validity: is the degree to which a particular selection device accurately predicts the important elements of work behavior, as in the relationship between a test score and job performance (DeCenzo, D. and Robbins, *S. 2005*).

Predictive validity: is a form of criterion related validity estimation in which selection assessments are obtained from applicants before they are hired. (Stewart, G and Brown, K 2009)

Criterion validity: it is the extent to which a particular selection mechanism precisely predicts the significant fundamentals of work behavior in the relationship between a test score and job performance (DeCenzo, D. and Robbins, *S. 2005*).

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Predictive validity: is the form of standard related validity evaluation in which selection assessments are obtained from candidate before they are hired. (Stewart, G and Brown, K 2009) Utility is a principle associated with employee selection method that reflects their cost effectiveness. Several factors influence the cost effectiveness of a selection method for example when validity increases utility decrease because valid selection method results in a more accurate prediction, the other is tenure length of time people stay employed utility is higher when people remain in their jobs for long period of time. (Stewart, G and Brown, K 2009) .Legality and fairness is a feature of selection system that reflects individuals' perceptions concerning potential bias and discrimination in the selection method.(Stewart, G and Brown, K 2009) the number of people who are unfairly eliminated decreases as validity increases, meaning that more valid tests are more fair. Acceptability refers the characteristic of a selection method that reflects applicants' beliefs about the correctness of the selection method.

2.5 RECRUTEMENT POLICES AND PRACTICE

One of the first steps in planning for the recruitment of employees in the organization is to establish educate policies and procedure. Recruitment policy represents the organization code of conduct in this area of activity an example of typical policy statement for recruitment is as advertise all vacancies internally, reply to every job applicant with the minimum of delay, plan to inform potential recruit in good faith about the basic detail and job condition of every job advertised, plan to process all application with competence and courtesy, seek candidates on the basis of their qualification for the vacancy concerned, plan to ensures that every person invited for interview will be given a fair and thorough hearing(G.A.Cole, 2000).

2.6 STRATEGIC EMPLOYEE RECRUITMENT

Armstrong (2008) gives the general aim of recruitment as to obtain at minimum cost the and quality of employees vital to satisfy the human resource needs of the organization and involves defining requirements means preparation of job description and specifications and attracting employees through reviewing and evaluating different sources of application from inside and outside the organization. Boxall (2000) gives a competency based approach to recruitment as that where competencies for a role are delivered and are used as the framework for the selection process. He also describes that a competency approach to recruitment must be person based rather than job based.

Wright (2004) shows that recruitment and selection are processes concerned with identifying, attracting and securing suitable people to meet and organizational human resource needs. Recruitment is concerned with identifying and attracting suitable candidates. Porter (2008) says that recruitment and selection provides the instrument for staffing and resourcing the organization. An increasingly competitive and globalised business environment, together with need for quality and customer service has improved the importance of recruiting and selecting the right people.

Boxall and Purcell (2000) noted that in comparison with the physical tangible assets, an organization has to determine its competitive advantage. Sholes (2002) explain that recruitment and selection is a systematic process and that the psychometric approach to it is nearly associated with that or rational decision making where decision are made on the basis of some kind of assessment about the suitability of individuals who might fill a vacancy. .

2.7 RECRUITEMENT IN ORGANZATIONS

Gold, (2007), suggests that applicants with knowledge and qualifications most strongly related to work specifications may eventually be selected. Organizations become concerned when the cost of an error in recruitment is high. According to Armstrong (2006), the aim is to obtain, at a lowest amount cost, the number of appropriate and well qualified candidates to assure the needs of the organization. The organization attracts potential employees by means of identifying, evaluating and using the most suitable sources of applicants. Barber, (1998), recruitment includes those practices and actions implemented by the most organization with the key purpose of identifying and attracting potential employees.

2.8 SELECTION

Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements. Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers or designated specialists within work organizations. It is the human resources that give competitive edge" and therefore should be selected carefully and developed in order to achieve employees" commitment (Storey, 1995).Selection is the process of choosing the appropriate candidate which

matches the candidate skills and the job requirements (Bhattacharyya, 2010). Selection process will be lengthy for large organizations and will be wider for manufacturing organizations and it differs from one industry to other (Venkatesh, 2008).

The selection process is to identify and employ the best-qualified and suitable individuals for specific positions. Traditionally, it was assumed that organizations could choose amongst applicants and that they would accept all job offers. However, attracting a large number of applicants was not the problem, but recruiting the right applicants became the main concern amongst employers (Branine, 2008). With the oversupply of unskilled applicants, it can be assumed that employers would be very careful before selecting any (Nzukuma and Bussin, 2011). Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes that matter to individuals, organizations, and society. Robbins (2001), point out that 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.

The literature says that employers are doing the traditional method of recruiting rather than the modern technologies (Schmidt, 1998). Chris Piotrowski and Terry Armstrong say that in their article that around all the organizations are using traditional recruitment sources and 30% of organizations are screening candidates honestly (Armstrong, 2006). According to SHRM (Society for Human Resource Management) says that 15% joined in the organizations are placing false resume (Gusdorf, 2008). Some of the employers select the candidates with discrimination was not supposed to be done in the organizations (Fomunjong, 2009).Bratton and Gold (2007)differentiate the two terms while establishing a clear link between them by stating that recruitment is the process of generating a pool of capable people to apply for employment toan organization. Recruitment and selection practices were important in the police department as said by Michael D. White and Glipsy Escobar (2008) in the world and this paper shows the importance of seven issues relating to recruitment, selection and training practices in the organizations (M.N.Malhotra, 2014)(Terpstra.D, 1996).

Mohammed NurulAbsar (2012) says the importance of recruitment and selection in his paper by considering both public and private manufacturing firms in Bangladesh (M.M.Absar, 2012). Some of the research professionals and scholars say that there is a close linkage between the recruitment selection employee satisfaction organization performance and HR practices (Gorter,

1996). In his paper Recruitment and Selection of financial workers: An international compendium of modern trends and practices say that the importance of using technology in the recruitment and selection process for updating the organizational resources (Hays, 2004). ngori Henry and Temtime Z (2009) say that in their paper the recruitment and selection practices of the organizations and make them to improve their HR practices (R.D.Omolo, 2012). French says that the importance of certain selection and recruitment activities in the organizations (G.R.French, 2012).Among recruitment sources Bernardin say that internal source of recruitment is effective compared to the external source (H.John, 2003).

Decker & Cornelius say that compared to the traditional recruiting sources the modern sources like referrals, casual applicants and direct approaches will benefit at large (L.Barclay, 1985) (Cappelli, 2001). Selection procedure also should be in application to the modern techniques (M.Smith, 2001). However, recruitment and selection decisions are often for good reason taken by no specialists, by the line managers (Costello, 2006) There is, therefore, an important sense in which it is the responsibility of all managers, and where human resource departments exist, it may be that Human Resource (HR) managers who play more of a supporting advisory role to those people who will supervise or in other ways work with the new employee. According to Mullins (2010), for the Human Resource Management (HRM) function to remain effective, there must be consistently good levels of teamwork, plus ongoing cooperation and consultation between line managers and the HR manager. This is most definitely the case in recruitment and selection as specialist HR managers (or even external consultants) can be an important repository of up To date knowledge and skills, for example on the important legal dimensions of this area. By using the right selection methods one can ensure that the candidate does not only has the right skills for the job, but also possesses the right personality to fit into the existing organizational culture. Once that "right" person has been employed, the company has to ensure that the right incentives are put in place. However, recruitment and selection is characterized by potential difficulties and it is necessary to keep abreast of developments in research in the field of construction. Research from the Chartered Institute of Personnel and Concluded that organizations should increasingly be inclusive in their employment offering as younger generations have grown up with the notion of Flexible working, while older people have an interest in flexible working as an alternative to Retirement his research work seeks to identify employee recruitment and selection practices in the construction industry of Ghana. Recruitment

and selection are critical human resources functions for service companies. Recruitment is just the initial process to be carried on.

Rynes (1990) suggested that recruitment encompasses all organizational practices and decisions that affect either the number, or types, of individuals who are willing to apply for, or to accept, a given vacancy. Recruitment and selection also play important role in ensuring worker performance and positive organizational outcomes. As Mullins (2010) notes: „If the HRM function is to remain effective, there must be consistently good levels of teamwork, plus ongoing cooperation and consultation between line managers and the HR manager. The success of a business or an organization is directly affected to the performance of those who work for that business. There is a linkage between HR practices, competitive strategy and performance (Jackson 1987).Underachievement can be a result of workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are put into human resource planning (Biles et al, 1980).

If organization does not have the right people although it possesses the latest technology and the resources, it will be a need to put strenuous effort to achieve the objective and results required. This is true across the business activities, for example restaurants, hospitals, and airlines industry. As the world's economy globalizes and competitors proliferate, competitive advantage is a compelling reason to do a business with an organization has become increasingly important. Perhaps the most common approach to create competitive advantage is to be less expensive than competitors. For industries that are truly commoditized and hence actively competing for customers, cost seems to be a logical option. However, competing on cost is a difficult game to win. In addition, competition comes not only from small players in underdeveloped countries but from large corporations in developed countries. Southwest Airlines, WalMart, and the retail chain Carrefour welcome a commoditized business environment is an issue of services in today's fast paced economy competition. Much more focuses has been brought to a better service and how these objectives can be achieved through the Human Resources Management. It's an issue of services in today's fast paced economy competition. Much more focuses has been brought to a better service and how these objectives can be achieved through the Human Resources Management. The growth of service organizations is important with the reason of customer interface. The importance of the relationship between the customer and the service provider is the point that distinguishes service organizations from manufacturing organizations is. Because

of the amount of change that has taken place in the last several decades, it is increasingly clear that the source of competitive advantage in many industries has shifted from effective execution and reliable processes to the ability to provide satisfactory customer service to the ability to excel in the area of customer relationship on a grand scale. Human resources is one of the sources of competitive advantage because they fulfill the criteria for being a source of sustainable competitive advantage (Wright, et al. 1994).

2.9 SELECTION PROCESS

Employer decisions about the selection of employees are central to the operation of organizations and to a series of outcomes 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, applications and résumés can all help identify differences among candidates. Managers can make their selection decisions with a fuller awareness of the applicants" strengths and weaknesses (Tjosvold and Newman, 2003).

2.9.1 SCREENING

Screening, popularly known as short listing, is the first step after the recruitment process is completed and applications are received. In this step, all the applications received by the due date are screened and those that do not correspond to the requirements stipulated in the advertisement are immediately eliminated in this step. As Cuming (1994), selection panels have to be careful not to discriminate against applicants with potential. Their decisions should be guided by short-listing criteria that is developed against the job requirements stipulated in the advertisements. Furthermore, they need to ensure that enough time is set aside for short-listing. The screening process provides information about an individual's skills, knowledge and attitudes, enabling a potential employer to determine whether that person is suited to, and qualified for, the position. Experience has shown that hiring an overqualified person can be as harmful as hiring an under qualified person. The application form is the place to begin screening candidates for a job. It provides information on the person's background and training and is the first means of comparing the applicant with the job description. This will ensure that you don't waste time on applicants who clearly do not meet the minimum requirements for the job. (Armstrong, 1988).

2.9.2 SELECTION TESTS

Selection tests are often used as part of a selection procedure for occupations where a large number of recruits are required, and where it is not possible to rely entirely on examination results or information about previous experience as the basis for predicting future performance. Tests usually form part of an assessment centre procedure. Intelligence tests are particularly helpful in situations where intelligence is a key factor, but there is no other reliable method of measuring it. Aptitude and attainment tests are most useful for jobs where specific and measurable skills are required, such as typing or computer programming. Personality tests are potentially of greatest value in jobs such as selling where „personality" is important, and where it is not too difficult to obtain quantifiable criteria for validation purposes.

2.9.3 REFERENCE AND BACKGROUND CHECK

Usually advertisements require that applicants provide the names and contact details of people who can serve as referees to them in case their applications are considered. Reference checks are used to verify the information that is supplied by applicant and are usually done telephonically. Although most referees are reluctant to respond to certain questions (Mathis and Jackson, 2006), reference checks can be used to gather as much information that will be used in deciding whether to appoint or decline to appoint the applicants. References provide the organization with other people"s perceptions of the candidate"s professional ability. The company should contact the candidate"s previous employers and colleagues. Questions to ask references might address the candidate's creativity and initiative. This is mostly the reason why conditional job offers are given in other to check the authenticity of what the candidate provided on the application form (Snell and Bohlander, 2010). References are one of the more popular and „traditional" tools in the selection process. However, the validity and reliability of references has been questioned, particularly with respect to their unstructured and often ambivalent nature (Heraty and Morley, 1998).

2.9.4 INTERVIEW

Interviews are virtually used by all organizations for selection purposes. In support of this, Newell and Tansley (2001), indicate that interviews are by far the most widely used personnel selection procedure. With the use of interviews, managers of organizations get an opportunity to meet the applicants directly. The interview also provides the applicants with an opportunity to also learn more about the public institution. The purpose of the selection interview is to gather as much information and to use such information to arrive at a selection decision (Redman & Wilkinson, 2001:31). During the interview, panel members (interviewers) normally pose questions to which the interviewee is

expected to respond. Responses to the questions are often captured by means of scores as determined the interviewers. The applicant that obtains the highest score is recommended for appointment (Wilkinson, 2001:32). Because of interview ambiguity, efforts must be made to ensure that all interviewees are being asked the same questions (Gomez-Majia et al., 2004:175).

2.10 PHYSICAL EXAMINATION
Applicants are often expected to undergo test(s) to determine if they are fit to perform the job, theyare appointed. The most common example of the employment tests that applicants often undergo is a medical examination. Medical examination, also referred to as pre-placement medical testing, is conducted only where the applicants are required to use physical strength to successfully perform their duties (Mathis and Jackson, 2006).

2.11 SELECTION IN ORGANZATIONS
Gamage (2014) stated that selection is the procedure of collecting and evaluating qualified candidate's information and pick out suitable candidates from the candidates' pool whose qualification meet the job requirement to place in the vacant position. The objective of selection task is getting the right candidate for the right job position, establishing and retaining employer's reputation in the market and ensuring cost-effective selection process.

Braton and Gold, (2007), noted that selection is the discovery of candidates who can contribute most to the strategic objectives of the organization and help in the quest to obtain a competitive advantage. Selection yield a match between the organizations needs for specific qualified individuals and the different needs of employees that determine the type of work that is satisfying for them. Neerajkumara, (2012) defines selection as the process of selecting individuals who have pertinent qualifications to fill up jobs in an organization. Employee selection is much more than just choosing the right employee. It is an attempt to strike a joyful sense of balance between what the candidate can and wants to do and what the organization requires.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This section provides an overview of the research methodology used to achieve the research objectives. It includes topics like research design, sample and sampling techniques, data collection methods and tools, and data analysis methods. And also the review of the study ethical issues, as well as validity and reliability are addressed.

3.2 RESEARCH DESIGN AND RESEARCH APPROCH

According to John (2007), Research design is the blueprint for fulfilling research objectives and answering research questions. In other words, it is a master plan specifying the methods and procedures for collecting and analyzing the needed information. In order to meet this study's objectives, descriptive research was used. The approach involves collecting data that represents events and then organizing, tabulating, depicting, and describing the data. For the purpose of this study quantitative data was utilized.

3.3 POPULATION, SMAPLE SIZE, AND SAMPLING TECHNIQUES

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

3.3.1 RESEARCH POPULATION

The target populations of the study were vision academy employees, who are working in Addis Ababa Mebrat Haile branch. Vision Academy has one head office and two other branches. Who were working at different job position with a size of 350 employees out of the total population (Vision Academy Human Resource Database September 2011) The researcher excluded employees of teachers who are outsourced for other organizations and also employees who have less than one-year service are excluded from the target population.

3.3.2 SAMPLE SIZE

To determine the sample size of each stratum stratified sampling was used. Applying a stratified random sampling technique enables us to get more representative samples (Creswell, 2012). Consequently, the least sample of 32 employees, a medium sample of 80 employees, or a high

sample of 125 employees will be selected from the target population located at Addis Ababa main campus. Since the target population size is 350.

3.4 SOURCES OF DATA

The study consumed both primary and secondary data sources. The primary data was collected from employees who are working currently in vision academy. The secondary data was obtained through the detailed analysis of review of the related literature from relevant reports, journal articles and books. Questionnaires were used to gather primary data from a representative sample of employees. Indeed, open-ended and closed-ended questionnaires were developed.

3.5 DATA GATHERING INSTRUMENTS

The primary data collection instrument in this study was a questionnaire. Because, questionnaire is essential component of the data collection process. Furthermore, the questionnaire is structured to achieve survey objectives based on questionnaire design requirements in order to collect information in such a way that survey respondents understand the questions and can easily provide the correct answers in a manner that is appropriate for subsequent data collection and analysis. To make the study quantitative, clear, and reliable, the same questionnaire with five point standardized likert scale questionnaire ranging from 1=strongly disagree to 5=strongly agree was developed for the employees.

3.6 PROCEDURES OF DATA COLLECTION

The procedure of collecting data first select the issue about the effect of recruitment and selection on the organizational performance this study raises some question "you are truly satisfied with recruitment process" the data collect qualitative and quantitative method, organization HR document and gives respondents the option of circling: Strongly Disagree =1 to Strongly Agree=5,.distrbute questioner for the employee, and collect from the respondent and analyze and intemperate the data to useful information.

3.7 METHOD OF DATA ANALYSIS

Data from questionnaires was analyzed through descriptive statistics such as mean, standard deviation, percentage, frequency distributions to describe the research sample, Correlation analysis to calculate the strength and direction of the relationships between the independent and dependent variables, and regression analysis to identify the cause and effect relationship between the research variables. For achieving accurate results in interpreting the raw data into meaningful

information, data analysis was supported by SPSS software version 20.0 (Statistical Package for Social Science).

3.8 RELIABLITY AND VALIDITY

Validity determines whether the research truly measures that which it was intended to measure. Thus validity measures how truthful the research results are or the extent to which scores truly reflect the underlying variable of interest. The thesis would seek expert judgment from superiors to verify and improve the value and content of research data collection instruments in order to assess the validity of the questionnaires. Any argument in the questionnaire that is considered to be vague in terms of eliciting pertinent information was updated and restructured. Faux (2010),

Reliability is one of the major criteria for evaluating research instruments. According to Lombard (2010), Coefficients of .90 or greater are nearly always acceptable, .80 or greater is acceptable in most situations, and .70 is appropriate. A Chronbach's alpha score within 0.7 ranges are considered acceptable. The result of the test was obtained by using SPSS version 26.

3.9 ETICAL CONSIDERATIONS

Confidentiality and privacy are the cornerstones of field research activities to get relevant and appropriate data. The researcher assured the purpose of the study and confidentiality of information. Respondents have assured any information gathered through data collection instruments that were used only for academic purpose. The data and documents were secured during the research and kept safely, not being transferred to third parties. Back up of the research inputs and outputs were archived. Moreover, the study was conducted with the consent of the organization, and data collected from the respondents based on their consent. On the other hand, all sources and materials consulted have been duly acknowledged.

CHAPTER FOUR: DATA PRESENTATION, DISCUSSIONS AND INTERPRETATION

This chapter deals with presentation, analysis and interpretation of the data which has been obtained though questionnaire. The main issues covered are demographics of the respondents. Data is presented in terms of tables to address the objectives of the study.

4.2 RESPONSE RATE

The data for this study was collected using survey questionnaire to the identified 125 respondents of which 120 questionnaires were successfully completed and returned to the researcher.

4.3 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

The first part of the questionnaire consists of six items about demographic information of the respondents. It covers the personal data of respondents such as: gender, age, educational level, experience, and current job position.

Table 4.3.1Demographic Profile of Respondents

Gender	Respondents	Frequency	Percent (%)
	Male	72	60.0
	Female	48	40.0
	Total	120	100.0
Age	Below 25yrs	12	10.0
	26-35yrs	36	30.0
	36-45yrs	48	40.0
	Above 46yrs	24	20.0
	Total	120	100.0
Educational status	Respondents	Frequency	Percent (%)
	Diploma	-	-
	Degree	96	80.0
	MA/MSC	24	20.0
	Other specify	-	

	Total	120	100.0
Experience	Below 5yrs	12	10.0
	6-12yrs	60	50.0
	16-25yrs	36	30.0
	over 25yrs	12	10.0
	Total	120	100.0
Job position	Managerial	12	10.0
	Supervisor	12	10.0
	Main teacher	60	50.0
	Assistant teacher	36	30.0
	Total	120	100.0

The demographic profile considered in this research includes gender, age, educational qualification, current position and work experience. Position and to establish whether this will have an impact on performance. The findings are presented here below in the table. Frequencies and percentages were calculated.

The table above shows that 72(60%) of the respondents were male while 48(40%) of them were female. It means out of the total employees in the organization majority of the employees were male and the rest of the employees were female. It implies that the School provides more job opportunity to male employees than Female employees. Regarding to the age category of the respondents, the majority of the respondents 36(30%) were between the age of 26 and 35, less than 25 years of the employees at the bank accounts 12(10%) between 36- 45 years, 48(40%), and the age above 46 years 24(20%).From this data one can conclude that the majority of employees were in there production year.

The table shows the education qualifications of the respondent, accordingly 96(80%) are degree holders and 24(20%) have MA degree. This shows that the academy staffed with knowledge task force to who have capacity to perform its task effectively and efficiently. The table also elaborates the work experiences of respondents served at the academy. Based on this the respondents worked at the organization less than 5 years 12(10%), from 6 years up to 12 years

for 60(50%), from 16 up to 25 years 36(30%) and over 25 year 12(10%). Thus, this indicates that the Academy has large number of experienced work-force who worked longer. Regarding to the job titles of employees at Vision Academy, the majority is teachers such as main teachers 60(50%) and assistant teachers36 (30%).The remain 12(10%) are managerial and supervisor 12(10%) respectively.

4.4. ANALYSIS OF DATA COLLECTION FOR THE STUDY

In this section the descriptive analysis was presented, the researcher used frequency, percentage, mean and standard deviation to show the result obtained from the primary source. The respondents were asked to indicate to what extent they agreed with the statements as was listed in the questionnaire. The findings are presented using a mean scale of 1-5. For purposes of interpretation a mean of less than 2.00 dissatisfied, from 2.10 up to   3.5 implies moderate, and greater than 3.6 implies satisfied. A standard deviation of less than or equal1 is taken to mean no consensus on employee respondents.

Table 4.4.1 Human resource practice

No	Statement		frequency	percent	mean
1.	Human resource strictly follows the recruitment and selection policy and procedure.	Strongly agree	12	10.0	2.30
		Agree	72	60.0	
		Neutral	24	20.0	
		Disagree	12	10.0	
		Strongly disagree	-	-	
		Total	120	100.0	
2.	There is proper planning for the recruitment and selection process.	Strongly agree	12	10.0	3.40
		Agree	12	10.0	
		Neutral	12	10.0	
		Disagree	84	70.0	

		Strongly disagree	-	-	
		Total	120	100.0	
3.	Human resource practices particular recruitment is performed as expected.	Strongly agree	-	-	3.40
		Agree	34	28.3	
		Neutral	26	21.7	
		Disagree	36	30.0	
		Strongly disagree	24	20.0	
		Total	120	100.0	
4.	The recruitment and selection process is mentored to ensure fairness and transparency.	Strongly agree	-	-	3.00
		Agree	60	50.0	
		Neutral	24	20.0	
		Disagree	12	10.0	
		Strongly disagree	24	20.0	
		Total	120	100.0	
5.	The academy has clear internal policies and procedures on recruitment and selection of employees	Strongly agree	-	-	3.00
		Agree	45	37.5	
		Neutral	51	42.5	
		Disagree	-	-	
		Strongly disagree	24	20.0	
		Total	120	100.0	

Based on table 4.4.1 for item one, the question forwarded to the respondents was the human resource strictly follows the recruitment and selection policy and procedure. For this the response

of the respondents was strongly agree 10%, agree 60%, neutral 20%, disagree10%.this indicates that majority of employees agreed Human resource strictly follows the recruitment and selection policy and procedure.

The second item in the above table, 10% of the respondents were strongly agreed and 10% 0f the respondents were agreed. 10% of the respondents were neutral on the issue regarding the proper planning for the recruitment and selection process. The rest 70% of respondents disagreed. This indicates that there is no proper planning for the recruitment and selection process.

Item number three shown on the table above, was about Human resource practices particular recruitment is performed as expected. Here 28.3% participants agreed and 21.7% of the respondents are neutral. The majority of the respondents disagreed 30% believe that the Academy is not implementing the recruitment in good manner. And the rest 20% strongly disagreed.

Regarding the recruitment and selection process, participants were asked the recruitment and selection process is mentored to ensure fairness and transparency. With this item 50% of the respondents agreed, 20% neutral, 10% disagreed and 20% strongly disagreed. This indicates that most respondents agreed that the academy mentored to insure fairness and transparency.

As shown in the above table the fifth statement is regarding the Academy has clear policy and procedure of recruitment and selection which is 37.5% of them is agreed and majority of the respondents 42.5 are neutral and 20% of strongly disagreed about there is a clear policy and procedure of recruitment and selection.

Table 4.4.1 recruitment practices

No	Statement		frequency	percent	Mean
1.	The recruitment policy is implemented effectively.	Strongly agree	3	2.5	3.00
		Agree	30	25.0	
		Neutral	54	45.0	

		Disagree	30	25.0	
		Strongly disagree	3	2.5	
		Total	120	100.0	
2.	The academy post is proportional with my educational and vocational skill.	Strongly agree	24	20.0	2.59
		Agree	47	39.2	
		Neutral	19	15.8	
		Disagree	14	11.7	
		Strongly disagree	16	13.3	
		Total	120	100.0	
3.	Adequate information a organization and job is provi candidate at the time of recruitment.	Strongly agree	-	-	
		Agree	12	10.0	
		Neutral	24	20.0	
		Disagree	84	70.0	
		Strongly disagree	-	-	
		Total	120	100.0	
4.	The procedure allows recruiting the right person to the right job.	Strongly agree	12	10.0	3.05
		Agree	39	32.5	
		Neutral	11	9.2	
		Disagree	47	39.2	
		Strongly disagree	11	9.2	
		Total	120	100.0	

5.	The recruitment practices lead to recruit competent stuff of the school.	Strongly agree	9	7.5	2.98
		Agree	44	36.7	
		Neutral	10	8.3	
		Disagree	55	45.8	
		Strongly disagree	2	1.7	
		Total	120	100.0	
6.	The recruitment process was satisfactory.	Strongly agree	22	18.3	2.90
		Agree	25	20.8	
		Neutral	16	13.3	
		Disagree	57	47.5	
		Strongly disagree	-	-	
		Total	120	100.0	

In regarding the employee's attitude on the recruitment policy, particularly recruitment as data of table 4.4.1 of above indicated 2.5% and 25% the respondents preferred the category of strongly agree and agree for the recruitment policy implementation. Majority of the respondent 45% were neutral, 25% disagreed and 3% strongly disagreed.

The second item of the question asked was about whether the academy post is proportional with their educational and vocational skill. 20% of the respondents strongly agree, 39.2% of the respondents agree and 15.8 were neutral. However 11.7% disagreed and 13.3% strongly disagreed that their job is proportional with their current educational skill.

The third item on the table adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment 10% of the respondents agreed, 24% neutral and 84% disagreed. Majority of the respondent 84% disagreed during recruitment. The bank provided to the candidate adequate and relevant information about the organization and job.

The fourth items on table 4.4.1 respondents were asked if the organization places the right person in the right job. Based on the response 10% of the respondent strongly agree and 32.5% agreed. 9.2% neutral. 39.2% disagree and 9.2 of the respondents strongly disagree. Majority of the respondent replied the procedure not allow the right person to the right job.

Respondents were also asked if the academy recruitment and selection practice leads to the employment of competent stuff. Here 7.5% of the respondents strongly agree and 36.7% degree. 8.3% of the respondents are neutral. 45.8% of the respondents disagree and 1.7% of the respondents strongly disagree. Hence majority of the respondent 45.8% are responses that recruitment and selection process are not led to employment of competent stuff.

In the last item of the table out of the 120 respondents 18.3% of the respondents like the recruitment process of the academy and 20.8% of the respondents agree. 13.3% of the respondents are neutral. But the rest 47.5% of the respondents didn't like the recruitment process of the academy. As we can see from the above figure majority doesn't like the recruitment process of the academy.

Table 4.4.2 selection practices

No	Statement		Frequency	percent	mean
1.	Selection system selects those having the desired knowledge skills and altitude.	Strongly agree	-	-	2.30
		Agree	96	80.0	
		Neutral	12	10.0	
		Disagree	12	10.0	
		Strongly disagree	120	100.0	
		Total			
2.	The selection procedure is nondiscriminatory regarding gender, race, religion etc.	Strongly agree	-	-	3.60
		Agree	24	20.0	
		Neutral	12	10.0	

		Disagree	72	60.0	
		Strongly disagree	12	10.0	
		Total	120	100.0	
3.	The procedure allows selecting the right person to the right job.	Strongly agree	12	10.0	1.90
		Agree	108	90.0	
		Neutral	-	-	
		Disagree	-	-	
		Strongly disagree	-	-	
		Total	120	100.0	
4.	The selection is fair and free from bias.	Strongly agree	-	-	3.20
		Agree	36	30.0	
		Neutral	24	20.0	
		Disagree	60	50.0	
		Strongly disagree	-	-	
		Total	120	100.0	
5.	I agree with the relevant selection criterion used academy to select Competent employees.	Strongly agree	-	-	2.30
		Agree	96	80.0	
		Neutral	12	10.0	
		Disagree	12	10.0	
		Strongly disagree	-	-	
		Total	120	100.0	
6.	Each selection function	Strongly agree	-	-	

	understands the role it plays in achieving organizational goals.	Agree	72	60.0	2.80
		Neutral	-	-	
		Disagree	48	40.0	
		Strongly disagree	-	-	
		Total	120	100.0	
7.	The selection process of the academy is good in general.	Strongly agree	-	-	2.70
		Agree	72	60.0	
		Neutral	12	10.0	
		Disagree	36	30.0	
		Strongly disagree	-	-	
		Total	120	100.0	

The appropriateness of selection questions to measure the knowledge, skills abilities that are required for the open position was also asked on an item shown on the table above and the respondent's level of agreement on the issue was analyzed. As a result, the majority 80% of the respondents agreed, 10% respondents remain neutral whereas the remaining 10% respondents disagreed with the appropriateness of the selection questions used to measure the knowledge, skills and altitude that are required are not appropriate.

Respondents were also asked regarding equal employment opportunity, 20% of the respondents agreed, 10% neutral and 72% of the respondents disagreed that the bank provides equal employment opportunity for all regardless of gender, race, ethnic group, religion.

About the selection of employee, too asked if the organization places the right person in the right job. 10% of the respondents strongly agreed and 90% agreed. Retaining top performers begins with hiring the right talent in the first place. Employees who are a good fit for the position and perform well will to stay with the origination.

As we can see from the above table of question four, shows if the selection is fair and free from bias. There is 30% of respondents agrees to it, and 20% of the respondents neutral while 60% of the respondents disagreed. That the academy selection is not fair and free from bias.

Respondents were also asked if the academy selection practice leads to the employment of competent stuff. Based on the response majority of the respondents 80% agreed that the section criterion used by the academy led to employment of competent stuff. Whereas 10% neutral and 10% disagreed that the section practice leads to the employment of the competent stuff.

In regarding the questions of weathered each selection function understands the role it plays in achieving organizational goals showed in table 4.4.2 60% of them believes that each selection function the academy takes understands the role it plays in achieving organizational goals and 40% of the respondents disagreed to it. According to the data gathered most employees agreed that each selection function the academy takes understands the role it plays in achieving organizational goals.

Table 4.4.2 the last item shows that if the selection process of the academy is good in general. As we can see 60% of the respondents agreed to the statement that the selection process of the church is good in general and 10% of the respondents were neutral. 30% of the respondents disagree with this premise. This implies that most employees agreed that the selection process of the academy is good in general.

Table 4.4.3 organizational performance

No	Statement		Frequency	percent	mean
1.	The recruitment and selection process affects the service delivery of the academy.	Strongly agree	81	67.5	1.55
		Agree	24	20.0	
		Neutral	3	2.5	
		Disagree	12	10.0	
		Strongly disagree	-	-	
		Total	120	100.0	

No.	Statement	Response	Frequency	Percentage	Mean
2.	The organization achieved its stated goals.	Strongly agree	-	-	3.48
		Agree	38	31.7	
		Neutral	12	10.0	
		Disagree	45	37.5	
		Strongly disagree	25	20.8	
		Total	120	100.0	
3.	Each the recruitment and understands the role it achieving Organizational go:	Strongly agree	-	-	2.59
		Agree	73	60.8	
		Neutral	23	19.2	
		Disagree	24	20.0	
		Strongly disagree	-	-	
		Total	120	100.0	
4.	Uses employee's feedback to the quality and effectiveness organizational Performance.	Strongly agree	2	1.7	3.66
		Agree	22	18.3	
		Neutral	3	2.5	
		Disagree	81	67.5	
		Strongly disagree	12	10.0	
		Total	120	100.0	
5.	Procedure of growing the students is highest when with other Schools.	Strongly agree	2	1.7	4.02
		Agree	23	19.2	
		Neutral	3	2.5	
		Disagree	35	29.2	

		Strongly disagree	57	47.5	
		Total	120	100.0	
6.	Commitment to improve the quality of education regularly.	Strongly agree	24	20.0	2.54
		Agree	55	45.8	
		Neutral	5	4.2	
		Disagree	24	20.0	
		Strongly disagree	12	10.0	
		Total	120	100.0	

The first item of this table 4.4.3 shows how the recruitment and selection process affects the service delivery of the academy. 67.5% of the respondents strongly agree and 20% of the respondent's agree.2.5% of the respondents were neutral while 10% of the respondents disagreed to it. According to the data gathered most employees agreed that the recruitment and selection process affects the service delivery of the academy.

Table 4.4.3 the second item shows that if the organization achieved its stated goals. As we can see 31.7% of agree with this premise and 10% of the respondent's neutral.37.5% of the respondents disagreed to the statement that the organization achieved its stated goals and 20.8% of the respondents strongly disagreed to this. This implies that most employees disagreed that the organization achieved its stated goals.

In the third premise each the recruitment and selection understands the role of it plays in achieving organizational goal. Out of the total 120 respondents, 60.8% of the respondents agreed, 19.2% of the respondents were neutral about the issue. And 20% of the respondents disagreed. This shows that the recruitment and selection understands the role it plays in achieving organizational goal.

In assessing the organizational performance of the surveyed academy, it focuses on employee's feedback to improve the quality and effectiveness of organizational performance. The collected data showed that 1.7% and 18.3% of the respondents preferred the category of strongly agree and

agree for employee's feedback to improve the quality and effectiveness of organizational performance. 2.5% neutral, 67.5% disagreed and 10% strongly disagreed. This indicates that the academy did not effectively use customer feedback to improve the quality and effectiveness of organizational performance.

Respondents were also asked if procedure of growing the number of students is highest when compared with other schools. As per the response, 1.7% of the respondents strongly agreed, 19.2% agreed, 2.5% neutral, 29.2% disagreed and 47.5% strongly disagreed.

In the last item of the table indicates the respondent's perception regarding the Commitment to improve the quality of education regularly. It shows that 20% strongly agreed, 45.8% disagreed, 4.2% neutral and 20% were disagreed and 10% strongly disagreed. This clearly implies that majority of employees agreed the academy Committed to improve the quality of education regularly.

4.5 respondents open ended questions

The following are responses acquired from open ended question where respondents have showed their different opinions from their experiences. Therefore the researcher has presented the response of employees underneath the questions asked.

1. Are the recruitment and selection processes unclear? If yes how?

   ➢ The selection is not considering the potential candidates.
   ➢ There is no formal criteria
   ➢ The academy is not clearly defined the recruitment and candidate specification in the recruitment process.
   ➢ The selection questions were not appropriate to measure the knowledge, skills and abilities that are required for the open position.
   ➢ Recruitment may be conducted internally through the promotion and transfer of existing personnel by current stuff members of friends
   2. What is your opinion on the recruitment and selection process of the academy?

   ➢ It is a better to give training on the recruitment process of the academy.
   ➢ The academy should have clear recruitment and selection policy in order to achieve its vision and mission.
   ➢ The selection must be based on knowledge, skill and educational status.

- The academy must follow faire and transparent policy of recruitment and selection.
- It is better to take HRM experience through other institutions.
- Many of the recruiters have not the necessary skill and are not well trained on the area of recruitment and selection. Due to this the recruitment and selection process has always facing a challenge in the teaching learning process.
- The recruitment and selection of HR highly depends on the mangers of the academy that have a big role in deciding who should be recruited regardless of the knowledge of candidate. This practice made the recruitment process in effective and affects personnel retention in the academy.
- Turnover is a serious in our school, Turnover reduced the teaching learning process of the academy and the students productivity
- The recruitment and selection of the academy is poor because of ineffective job analysis. The recruitment process is not consists of a job analysis and job description. Because of this reason the company didn't recruiting the right calibers of people, recruited employees will not know what their required responsibilities are.

3. What does the academy human resource do to improve the organizational performance?

- All applicants should be given an equal opportunity of being selected and treated fairly while all favoritisms and biases are eliminated to ensure that all getting a fair chance being selected and become quality employed.
- Proper job analysis and job description spells out the descriptions of the jobs to individual for them to know exactly what the job is.
- A common problem in recruitment and selection is poor HR planning. To get the right number of people with right skills experience and competencies HR must plan.

CHAPTER FIVE

5. SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

The aim of this study was to make an analysis on the effect of recruitment and selection on organizational performance: in the case of vision academy. The analysis was made using SPSS and the interpretation was provided in the previous chapter. Based on the analysis and the interpretation, the following major findings, conclusion and recommendations are forwarded.

5.1 SUMMERY OF FINDINGS

The study was conducted at main campus located in Addis Ababa. Primary data was collected using questionnaires distributed to 125 employees of the academy. The collected questionnaires were valid for the statistical test that was analyzed using frequency tables, means and correlation through Statistical Package for Social Science (SPSS). After making analysis of the primary data, the following points are presented as the major findings.

- It was found that the number of male (87.06%) employees dominated the number of female (12.94%) employees in Vision academy; most employees in the vision academy are young employees with age between 20-29; and most employees (39.80%) are diploma holders; and majority of the respondents are in the position of the professional/expert job category. Also most employees (30.8%) have the experience longer than 15 years.
- The majority of the respondents disagreed that the academy recruitment criteria are proportional with their educational and vocational skill.
- The selection criteria of the academy are not transparent according to the majority of the respondents. They disagree that the school provides equal employment opportunity for all regardless of gender, race, ethnic group and religion.
- The majority of the respondents find it hard to say the selection practice of the organization leads to the employment of competent staff.

5.2 CONCLUTION

The study examined the assessment of recruitment and selection practice on employee performance in the case of *vision academy*. The academy's recruitment and selection practice has problems. The recruitment source that usually used by the academy is external source of recruitment. External recruits will have less of an understanding when it comes to the environment of the organization. The academy struggle addressing qualified candidates as their recruitment criteria are not proportional with their current employees' educational and vocational skills. The selection practices of the academy are found to be weak. During the paper examination the necessary exam conditions were not provided and the questions usually are not appropriate to measure the knowledge, skill and abilities of the candidates. The selection criteria of the organization are not transparent. Sometimes the qualified candidates get ignored or left out as the academy does not provide equal employment opportunities regardless of gender, race, ethnic group and religion. Recruitment and selection determine who will be a member of the organization in the future, and hence have a substantial effect on organizational performance. Though it is known that having a qualified and competent staff leads to a strong organizational performance, the academy's recruitment and selection practice could not attract qualified and competent staff and this directly affected the organizational performance.

5.3 RECOMMENDATION

Based on the research findings the following recommendations are made to enhance the recruitment and selection practices of *vision academy*. To attract external candidates the announcement method the academy usually use is magazine. As the world is evolving faster in technology it is recommended that the academy better consider adding announcement methods in the likes of social Medias and job sites. It helps to reach many and diversified applicants.

The academy usually uses external recruitment method. While it is good adding fresher skills and inputs from externally it is strongly recommended to balance with internal recruitment method. For instance using promotion in internal recruitment method is less expensive and motivates the employees. The organization will also have a proven loyalty of employees.

The results gained from the majority of respondents showed during the selection process in paper examination phase starting from fulfilling the exam conditions to the appropriateness of the questions to measure the knowledge, skills and abilities of the candidates are weak. It is better that the exam to be framed and prepared by recruitment and selection committee with the guidance of experts on the area.

The selection criteria of the academy are strongly recommended to be transparent. The results in each selection process better are revealed to applicants. The academy better provide equal employment opportunities for all regardless of gender, race, ethnic group and religion by applying transparent selection criteria because diversified staff leads to increased service quality.

So the academy needs to pay enough attention to this area. It is recommended the recruitment and selection committee to evaluate applicants' stability and willingness to give their best to the organization. The sub city better motivate its employees to provide a quality service that would satisfy the customers.

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APPENDIX

QUESTIONNAIRE

St. Mary's university

ADDIS ABABA CAMPUS GRADUATE PROGRAM

MASTERS OF BUSINESS ADMINSTRATION (MBA)

Dear Respondents,

My name is **Eden Hailu** a graduate student of Masters of Business Administration MBA) at St. Mary's university. As a partial requirement towards gaining my Master's degree, I am conducting a study entitled **THE EFFECT OF RECRUITMENT AND SLECTION ON ORGANZATION PERFORMANCE; IN THE CASE OF VISION ACADEMY.** Your information is vital for the accomplishment of this study; as a result, your participation is much appreciated. I assure you that your responses will be kept confidential and are intended to be used for academic purpose only.

General Instructions

- There is no need for writing your name

- In all cases where answer options are available please make a tick mark ($\sqrt{}$) in the box where the choice is appropriate for you. Write down your answers as briefly and clearly as possible for open ended questions.

Thank you for your cooperation!

Part I: supply your personal information by putting a tick (P) mark in the boxes.

I. **Demographic Characteristics**

1. Sex: - Male ☐   Female ☐

2. Age: - Below 25 ☐ 26-35 ☐   36-45 ☐ Above 45 ☐

3. Educational Status: - Diploma ☐ Degree ☐ MA/MSc ☐ other specify…………

4. Experience: - Below 5 years. ☐ 6-15 years. ☐ 16-25 years. ☐ Over 25 years. ☐

5. Job position: - Managerial ☐ Supervisor ☐ main teacher ☐ assistant teacher ☐

Part II: Supply your response by putting a tick ☐ mark under the correct column corresponding to each item.

II. **Main questionnaire**

Key: SA = Strongly Agree   A= Agree   N= Neutral

   D = Disagree   SD = Strongly Disagree

These items have been developed and used earlier by many researchers (Huselid, 1995).

No	Items	Scale				
		SA	A	N	D	SD
	Human resource practices					
1	Human resource strictly follows the recruitment and selection policy and procedure.					
2	There is proper planning for the recruitment and selection process.					
3	Human resource practices particular recruitment is performed as expected.					
4	The recruitment and selection process is mentored to ensure fairness and transparency.					
5	The academy has clear internal policies and procedures on recruitment and selection Of employees.					
		SA	A	N	D	SD
	Recruitment practices					
1	The recruitment policy is implemented effectively.					
2	The academy post is proportional with my educational and vocational skill.					
3	Adequate information about the organization and job is provided to the					

	candidate at the time of recruitment.					
4	The procedure allow recruiting the right person to the right job.					
5	The recruitment practices lead to recruit competent stuff of the school.					
6	The recruitment process was satisfactory.					
	Selection practices					
1	Selection system selects those having the desired knowledge skills and altitude.					
2	The selection procedure is nondiscriminatory regarding gender, race, religion etc.					
3	The procedure allow selecting the right person to the right job.					
4	The selection is fair and free from bias.					
5	I agree with the relevance of the selection criterion used by the academy to select Competent employees.					
6	Each selection function understands the role it plays in achieving organizational goals.					
7	The selection process of the academy is good in general.					
	Organizational performance					
1	The recruitment and selection process affects the service delivery of the academy.					
2	The organization achieved its stated goals.					
3	Each the recruitment and selection understands the role it plays in achieving Organizational goal.					
4	Uses employees feedback to improve the quality and effectiveness of organizational Performance.					

5	Procedure of growing the number of students is highest when compared with other Schools.					
6	Commitment to improve the quality of education regularly.					

Part IV: Write your responses briefly for the following questions on the space provided

1. Are the recruitment and selection processes unclear? If yes how?

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2. What is your opinion on the recruitment and selection process of the academy?

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3. What does the academy human resource do to improve the organizational performance?

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