



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION

RECRUITMENT AND SELECTION PRACTICES AND
CHALLENGES OF SELECTED GRADE ONE PRIVATE
SECURITY COMPANIES IN ADDIS ABABA

BY
HABTAMU GEBREGZIABHER
ID. NO: SGS/0253/2015A

JUNE 2024

ADDIS ABABA, ETHIOPIA

**RECRUITMENT AND SELECTION PRACTICES AND
CHALLENGES OF SELECTED GRADE ONE PRIVATE
SECURITY COMPANIES IN ADDIS ABABA**

**SCHOOL OF POST GRAGUATE STUDIES MASTERS OF
BUSINESS ADMINISTRATION PROGRAM**

BY:

HABTAMU GEBREGZIABHER

ID. NO: SGS/0253/2015A

**A THESIS SUBMITTED TO THE SCHOOL OF POST
GRADUATE STUDIES ST.MARY'S UNIVERSITY IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR
THE MASTERS OF BUSINESS ADMINISTRATION
PROGRAM**

ADVISOR:

EPHREM ASSEFA (PH.D.)

**RECRUITMENT AND SELECTION PRACTICES AND
CHALLENGES OF SELECTED GRADE ONE PRIVATE
SECURITY COMPANIES IN ADDIS ABABA**

**BY:
HABTAMU GEBREGZIABHER**

APPROVED BY BOARD OF EXAMINERS

Dean, school of Business Mgt.

Signature and date

Advisor

Signature and date

Mohammed Ahmed (Ass. Proff)



July, 16, 2024

External examiner

Signature and date

Tewodros Mekonnen (PhD)



July 08/2024

Internal Examiner

Signature and date

ACKNOWLEDGEMENT

This research is reached at this point with the help of God and the contribution of many people around. In this regard, firstly I would like to express my sincere gratitude to my advisor Ephrem Assefa (Ph.D.) for his valuable guidance and comment and for making this thesis possible. I am very grateful to my family, colleagues and friends for their material support and moral encouragement in all my academic achievements.

I am also grateful to the participants in the respective Private Security Companies workers who participated in the study and who have willingly shared their precious time while filling the questionnaire.

Last but not least, I would like to thank my friends who help me through the distribution and collection of the questionnaire and who helped me with the statistical software used for the analysis that have supported me directly and indirectly during the study.

TABLE OF CONTENTS

ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS.....	iv
LIST OF ACRONYMS	vii
LIST OF TABLES.....	viii
ABSTRACT.....	ix
CHAPTER ONE.....	1
1. INTRODUCTION	1
1.1. Background of the study	1
1.2. Statement of the problem	2
1.3. Research Questions	3
1.4. Research Objective.....	3
1.4.1. General Objective	3
1.4.2. Specific Objectives	3
1.5. Significance of the Study	4
1.6. Scope of the Study	4
1.7. Organization of the Study	4
1.8. Operational definition of key terms	5
CHAPTER TWO.....	6
2. LITERATURE REVIEW	6
2.1. Review of Theoretical Literature	6
2.1.1. Concept and definition	6
2.1.1.1. Concept and definition of recruitment	6
2.1.1.2. Concept and definition of selection.....	8
2.2. Theoretical Literature	11
2.2.1. Theories of recruitment and selection	11
2.3. Review of Empirical Literature	12
2.3.1. Practice of recruitment and selection.....	12
2.3.2. Factors affect recruitment policy	12
2.3.3. Factors affecting selection of human resource	13
2.3.4. Challenges that affect recruitment and selection.....	16
CHAPTER THREE.....	17

3. RESEARCH METHODOLOGY	17
3.1. Research Design	17
3.2. Research approach	17
3.3. Sample Size and Sampling Techniques	17
2.3.5. Target population	17
2.3.6. Sample size determination	17
2.3.7. Sampling technique	18
3.4. Source of Data and Tools of Data Collection	19
3.5. Procedure of Data Collection	20
3.6. Reliability and Validity of Data Collection Tools	20
3.7. Data Analysis Method	20
3.1.1. Quantitative data	20
3.1.2. Qualitative data	21
3.8. Ethical Consideration	21
CHAPTER FOUR	22
4. RESULTS AND DISCUSSION	22
4.1. Results	22
4.1.1. Response rate	22
4.1.2. Reliability tests	22
4.1.3. Analysis of background information of respondents	22
4.1.4. Descriptive statistics for study variables	23
4.1.4.1. Descriptive analysis of recruitment practice	23
4.1.4.2. Descriptive Analysis of Selection Practice	25
4.1.5. Challenges of recruitment and selection practices	29
4.1.6. Findings of the interview	32
4.2. Discussion	34
4.2.1. Recruitment practice	35
4.2.2. Selection practice	35
4.2.3. Challenges of recruitment and selection practice	37
CHAPTER FIVE	39
5. SUMMAY, CONCLUSION AND RECOMMENDATION	39
5.1. Summary of Major Findings	39
5.2. Conclusion	40

5.3. Recommendation	41
REFERENCE	42
Appendix A: Questionnaire Form in English Version	46
Appendix B: Questionnaire Form in Amharic Version	52

LIST OF ACRONYMS

GOPSCs

Grade One Private Security Companies

HRD

Human Resource Department

LIST OF TABLES

Table 1: proportionate sampling of participants from each GOPSC, in Addis Ababa, Ethiopia.	19
Table 2: Reliability Statistics	22
Table 3: Socio demographic information of participants of GOPSC in Addis Ababa, 2024.....	23
Table 4: Recruitment practice in GOPSC in Addis Ababa, Ethiopia 2024.....	25
Table 5: Selection practice in GOPSC in Addis Ababa, Ethiopia 2024.	28
Table 6: challenges of internal recruitment process In GOPSC in Addis Ababa, Ethiopia 2024.....	29
Table 7: Challenges of external recruitment process in GOPSC in Addis Ababa, Ethiopia 2024.	30
Table 8: Challenges of internal selection in GOPSC in Addis Ababa, Ethiopia 2024.	31
Table 9: Challenges of external selection in GOPSC in Addis Ababa, Ethiopia 2024.....	32

ABSTRACT

This study was conducted to assess the recruitment and selection practice among selected Grade one Private Security Companies in Addis Ababa, Ethiopia. To this end, descriptive cross-sectional study design employed at 16 Grade one Private Security Companies in Addis Ababa, Ethiopia. Survey data were gathered using self-administered questionnaires from 93 staffs, and interview was conducted with 12 key informants of Grade one Private Security Companies. Survey data were processed through SPSS version 24 and analyzed using descriptive statistics (frequency, percentage, mean and standard deviation). According to the finding of this study, grade one private security companies were not practice both recruitment and selection. The study also revealed that the major challenges during recruitment and selection practice were absence of salary and wage policy, incomplete and false academic documents, shortage of competent job applicant, unavailability of clear and standardized recruitment and selection criteria, nepotism, underestimate of security job by job seekers, and lack of government attention for private security service. The study conclude that recruitment and selection practice of Grade One Private Security Companies in Addis Ababa were ineffective. Lack of attention of government for private security service and the low value of security job by job seekers play a significant role to weakening the sector. To improve private security service: managers of private security companies should establish a team of experts that will monitor the overall recruitment and selection process based on the plan and policy of recruitment and selection; managers of private security companies should prepare well-structured recruitment and selection policy in which job descriptions and specifications should be incorporated; the government licensed private security companies should develop national standards of licensing and inspection; managers of private security company should identify and evaluate the gaps that influence recruitment and selection process of private security business.

Keywords: *Recruitment, Selection, human resource, Grade one Private Security Companies, Addis Ababa*

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

Every organization is made up of two major components: human and material resources. Without suitable and adequate human and material resources, the objective of an organization will be difficult to achieve. Human and material resources are input into the system through processes in order to achieve the desired output (Otoo et al., 2018).

According to Armstrong (2006), the tight labor market is making it more difficult for organizations to find, recruit, and select talented people (Nyanjui, 2009). Recruitment is the process of finding and engaging the individuals of the organization needs. Selection also is the part of the recruitment process concerned with deciding which applicants or candidates should be appointed to job (Anonim, 2015).

In addition, recruitment and selection is an important operation in HRM, designed to maximize employee strength in order to meet the employer's strategic goals and objectives. In short, recruitment and selection is the process of sourcing, screening, shortlisting, and selecting the right candidates to fill the required available positions (Searle, 2009).

Globally, there are many studies that are related with practice of recruitment and selection. According to the finding of their studies that were conducted non developed countries, recruitment, selection and retention process were not effective (Samwel, 2018). Whereas, recruitment practice in developed countries were effective (Kang & Shen, 2013). They used as recruitment channels including recruiting websites, company online recruitment, job centers, headhunter agents and university job fairs.

Some studies in Ethiopia showed that there are organizational policy and principles of recruitment both internal and external source of recruitment. In addition, some organizations use different alternatives to recruitment the rate how the organization focus on alternatives

to recruitment is medium and the organization uses contingent worker more than other alternatives. The most important factors that affect the organization recruitment process are working condition and labor market from internal and external respectively. External recruitment has some problem for the organization because of that it needs long training and the related cost (Thomas, 2020).

In Ethiopia, private security service providers are playing a key role in the security sector. Whereas there was lack of studies in this organization regarding practice and challenges of recruitment and selection. So, this research was designed to identify employee recruitment and selection practices and challenges among Grade one private security companies in Addis Ababa, Ethiopia.

1.2. Statement of the problem

Recruitment and Selection is a significant operation in HRM, designed to maximize employee strength in order to meet the employer's strategic goals and objectives. In short, Recruitment and Selection is the process of sourcing, screening, shortlisting and selecting the right candidates for the filling the required available positions(Searle, 2009).

In addition, better recruitment and selection procedure result in improved organizational outcomes. The more effectively organization recruit and select candidates, the more likely they are to hire and retain effective personnel. Therefore, the starting point for improving adult education is to get qualified and interested staff through a competitive, faire, and objective recruitment and selection procedure (Daniel et al., 2014).

However, studies in Ethiopia indicated that there was lack of awareness about the recruitment and selection policy (Alemayehu & Deressa, 2019). The studies also showed that recruitment and selection practice was not monitored to ensure fairness and transparency. And that might lead to bias, corruption and other unnecessary things and finally, failures in getting competent candidates. There were a lot of internal and external challenges like limited choice, inefficiency, unavailability of labor and expensiveness of advertisement in the implementation of recruitment and selection, duties and responsibilities of the job holders were not properly specified on the vacancy advertisement and which makes difficult to know the responsible body. Even though there was official and formal

policy for recruitment and selection of employees, it was not implemented or practiced (Alemayehu & Deressa, 2019).

There were many studies that were conducted related to recruitment and selection practice in various organizations (Ntung'a et al., 2022) (Alemayehu & Deressa, 2019) (Melkamu & Mary', 2021). Whereas, there was lack of study in these private security companies on the subject of practice and challenges of recruitment and selection. To fill this contextual gap, this study was designed to examine the practice and challenges of recruitment and selection in Grade One private security companies in Addis Ababa, Ethiopia.

1.3. Research Questions

This study was attempts to answer the following basic questions;

- How does employees' recruitment practice look like among selected GOPSCs in Addis Ababa, Ethiopia?
- How does employees' selection practice look like among selected GOPSCs in Addis Ababa, Ethiopia?
- What are the challenges associated with recruitment and selection practice among selected GOPSCs in Addis Ababa, Ethiopia?

1.4. Research Objective

1.4.1. General Objective

The general objective of the study was to assess recruitment and selection practices and challenges among selected GOPSCs in Addis Ababa, Ethiopia.

1.4.2. Specific Objectives

- To assess recruitment practices among selected GOPSCs in Addis Ababa, Ethiopia.
- To assess selection practices among selected GOPSCs in Addis Ababa, Ethiopia.
- To determine the challenges associated with recruitment and selection practices of selected GOPSCs in Addis Ababa, Ethiopia.

1.5. Significance of the Study

The study will have the following significance;

- To the human resource managers of the GOPSCs, it would be help them to know how to attract and select qualified and suitable applicants to apply for job openings in the GOPSCs.
- The study would also benefit employees during recruitment and selection processes. Because both qualified and suitable candidates have a chance to be recruited and then selected appropriately,
- The study would also be relevant to the researcher to get experience to do better when required to do other researches, and to future researchers it will serves as a guide and reference material for further studies.

1.6. Scope of the Study

The scope of the study was discussed in terms of the issue under investigation (conceptual scope), geographical scope and methodological scope. Conceptually, the study was delimited to assess practice and challenges of recruitment and selection. Geographically, the study was delimited to selected Grade One Private Security Companies (GOPSCs) located in Addis Ababa. Methodologically, the study applied mixed approach and cross-sectional research design, and pertinent data gathered using structured open-ended questionnaire and interview from employees in selected Private Security Company in Addis Ababa, Ethiopia.

1.7. Organization of the Study

The study consists of five chapters. The first chapter includes introduction, background of the study and the organization, statement of the problem, objective of the study, significance of the study, limitation, methodology and organization of the study. The second chapter is about review of related literature. The third chapter deals with research methodology. The fourth chapter deals with analysis and interpretation of the collected data. The last chapter, chapter five covers summary, conclusion and recommendation of the study.

1.8. Operational definition of key terms

Human Resources (HR): People in working environment gifted with the right ability, skills and attitude (Caldwell & Anderson, 2018).

Human resource management: Human resource management (HRM) is the process of employing people, training them, compensating them, developing policies relating to them, and developing strategies to retain them (Ng & Parry, 2016).

Recruitment: is the process of generating a pool of capable candidates to apply to an organization for employment (Anonim, 2015).

Selection: is the process of picking up individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization (Rouhi, 2014).

Staffing: is to provide a sufficient supply of qualified individuals to fill jobs in an organization (Hannabuss, 2002).

CHAPTER TWO

2. LITERATURE REVIEW

This chapter deals with the conceptual, theoretical and empirical literature in relation to recruitment and selection practices. Each of these sections is discussed as follows.

2.1. Review of Theoretical Literature

2.1.1. Concept and definition

2.1.1.1. Concept and definition of recruitment

Effective human resource planning should identify our human resource needs. After we know these needs, we will want to do something about meeting them. Then step in the acquisition function, therefore, is recruitment. This activity makes it possible for us to acquire the number and types of individuals essential to ensure the continued operation of the organization (Hannabuss, 2002).

Recruiting is the discovering of potential candidates for actual or anticipated organizational vacancies. From another perspective, it is a linking activity-bringing together those with jobs to fill and those seeking jobs (Hannabuss, 2002).

Recruitment is the process of producing a pool of capable candidates to apply to an organization for employment (Anonim, 2015). Another scholar also define the recruitment that recruitment is the process of searching for prospective employees and stimulating them to apply for job in the organization (Rouhi, 2014). When more individuals apply for jobs then there will be a scope for recruiting better persons. The job applicants too, on the other hand, are in search of organizations offering them employment. Recruitment is a connection activity bringing together those with jobs and those seeking jobs (Rouhi, 2014).

Every organization has its own recruitment policy. Recruitment policy is the guiding principle that governs HR practices relating to recruitment. It provides a wide framework for the HR department to choose its priorities relating to recruitment. These priorities may include, among others, the gender equation, options for the socially marginalized and the

physically challenged, and compassionate appointments for the dependents of deceased and retired employees (Durai, 2010).

A good recruitment policy can save an organization from facing situations like unproductive tests and interviews due to the non-availability of the right candidate in the applicant pool, compromising on the selection of good candidates, a high attrition rate, low productivity, and low motivation among existing employees as a result of faulty policies. A methodical recruitment policy can ensure the availability of suitable people at the appropriate time with the least disturbance to the production schedule. Factors like the image of the company, labor market conditions, government regulations, and the economic situation may also contribute to the success of the recruitment policy (Durai, 2010).

Recruitment Process: The recruitment process is concerned with the method for the identification and classification of the potential source of human resources supply and effectively utilizing those sources. In the overall process of acquiring and inducting human resources in the organization, recruitment is one of the critical sub-processes. A well-planned and well-managed recruiting process is essential for attracting high-quality applicants (Durai, 2010).

Steps in the Recruitment Process

Merely placing an announcement or employing professional agencies to recruit applicants does not complete the recruitment process. There are numerous important steps involved in the whole process. We shall now discuss these steps in detail, such as HR planning, determination of strategy, evaluation of the resource of recruitment, implementation of recruitment methods and strategy, and feedback and control (Durai, 2010). Recruitment process passes through the following stages (Hannabuss, 2002):

The process begins when the personnel department receives requisitions for recruitment from any department of the company. The personnel requisitions contain details about the position to be filled, the number of persons to be recruited, the duties to be performed, the qualifications expected from the candidates, the terms and conditions of employment, and the time by which the person should be available for an appointment, etc.

Sources of Recruitment

Developing various sources of recruitment is essential for an organization. When the organization is successful in collecting a large applicant' pool, it can adopt a hard procedure for choosing the best employees from such a pool without compromising on quality. However, there is no single mixture of resources and methods that will work well for all organizations, or, for that matter, across all labor markets, or even within a labor market. Thus, an organization should use multiple recruitment sources to build its applicants' pool (Durai, 2010).

Internal recruitment source

Internal recruitment usually mentions to filling open jobs position with the current employees of the organization. It is a process planned to create sufficient interest among the current employees to cause them to formally indicate an interest in a given position. The position applied for may represent a promotion, a transfer, or even a demotion in a few cases. It is to be understood here that there must be an active and voluntary participation of the existing employees in the process of recruitment to call it an internal recruitment. Internal sources normally consist of the existing employees, the former employees, and employee referrals (Durai, 2010).

External recruitment source

The external sources of recruitment denote to reaching out to the external labour market to meet the labour requirements. They are huge, varied, and important for recruitment. Tapping these sources calls for careful planning and proper execution by the organization (Durai, 2010).

2.1.1.2. Concept and definition of selection

The basic task of HRM is the selection of the right individual for the right position at the right time to carry out the activities of an organization in the most efficient way. It also aims to improve the satisfaction, morale and productivity of employees, control labour turnover, and help organizations increase their performance by providing the necessary training and

development opportunities, suitable working conditions and appropriate career growth to employees (Durai, 2010).

Selection is the process of picking up individuals (out of the pool of job applicants) with requisite qualifications and competence to fill jobs in the organization (Rouhi, 2014). Thus, the selection process is a tool in the hands of management to differentiate between the qualified and unqualified applicants by various technique such as interviews, tests etc., it is a negative process of employment and others are denied the opportunities (Rouhi, 2014).

Selection procedure: The selection process is concerned with securing pertinent information about a candidate. This information is protected in a number of steps or stages. The objective of the selection process is to determine whether an candidate meets the qualifications for a specific job and to choose the applicant who is most likely to perform well in that job. Selection is a long process, commencing with the preliminary interview of the applicants and ending with the contract of employment (Hannabuss, 2002).

The selection procedure comprises of a series of steps. Each step must be effectively cleared before the candidate proceeds to the next. The selection process is a successive hurdles or barriers that an applicant must cross. These hurdles are designed to eliminate an unqualified candidate at any point in the selection process. Thus, this technique is called the "Successive Hurdles Technique." In practice, the process differs among organizations and between two different jobs within the same organization. Selection procedure for the senior managers will be long and rigorous, but it is simple and short while hiring lower-level employees (Hannabuss, 2002).

Selection methods

The aim of selection is to assess the suitable candidates by predicting the degree to which they will be able to carry out a role successfully. It includes deciding on the degree to which the characteristics of candidates in terms of their competencies, experience, qualifications, education and training match the person specification. It also involves using this assessment to make a choice between candidates Selection methods consist of application forms,

interviews and references. Application forms were described earlier and the various types of interviews and assessment centres are described below (Anonim, 2015).

Individual interview: it involves face to face discussion and provides the best opportunity for the establishment of close contact – rapport between the interviewer and the candidate. An organized interview is one that is built around a set of predetermined questions that may be related to the competencies required as set out in the person specification or typical situations faced by holders of the role for which the candidate is being considered.

Interviewing panels: two or more interviewer gathered together to interview a candidate may be described as an ‘interviewing panel’. The most typical condition is that in which an HR specialist and line managers see the candidate at the same time. It has the advantage of enabling information to be shared and reducing overlaps. The interviewers can discuss their joint impressions of the candidate’s behavior at the interview and modify or enlarge any superficial judgements.

Selection boards or panels: selection boards are more formal and, usually, larger interviewing panels assembled because there are a number of parties interested in the selection decision. Their only benefit is that they enable a number of different people to have a look at the applicants and compare notes on the spot. The shortcomings are that the questions tend to be unplanned and delivered at random, the prejudices of a dominating member of the board can overwhelm the judgements of the other followers, and the candidates are incapable to do justice to themselves because they are seldom allowed to expand.

Assessment centres: assessment centres assemble a group of candidates and use a range of assessment techniques over a concentrated period (one or two days) with the aim of providing a more comprehensive and balanced assessment of the suitability of individual members of the group. Because an assessment centre gives the opportunity to observe actual behavior in work related situations, some ‘reality’ scenarios from the company may be used. Assessment centres are based on an understanding of the competencies they are trying to

investigate and use systematic methods for measuring the degree to which each applicant fulfils them.

2.2. Theoretical Literature

2.2.1. Theories of recruitment and selection

There are numerous theoretical frameworks have been developed to guide organizations in designing and implementing effective recruitment and selection processes. Here are some prominent models:

Human capital theory: The Human Capital theory was articulated and further developed by Becker and Schultz in 1961 and 1964 respectively. According to Becker (1964) Human Capital Theory promotes the idea that investing in employees' education, whether formal or informal, will increase productivity. This theory also emphasizes that employees are an organization's most valuable assets. It suggests that the recruitment and selection procedure should focus on identifying and acquiring candidates with valuable skills and knowledges (Zeuch, 2016)(Bans-akutey et al., 2022).

Two Way Street Theory: Recruitment is a two-way street and it takes the recruiter-organization and the recruited-employee on equal footing. Both need each other and essentially no party is doing the other a favor hence the organization has a choice on who to recruit and-or the prospective employee has to decide which organizational job to apply (Matolo et al., 2019).

Person-organization fit model: this model emphasizes on the compatibility between individual's values, personality, and goals with those of the organization. It suggests that hiring candidates who align with the organization's culture results in higher job satisfaction and commitment (Sekiguchi, 2004).

Realistic job preview model: this model emphasizes providing candidates with realistic preview of the job and organization. By presenting both the positive and negative features of the role, organizations can attract candidates who have a clear understanding of what to expect, reducing turnover due to unmet expectations (Baur et al., 2014).

2.3. Review of Empirical Literature

2.3.1. Practice of recruitment and selection

According to the study that conducted to assess practice of recruitment in public sector higher education institution in Ghana that reported majority of the respondents (37.5%) pointed out that they got to know of the vacancy through recommendation (family/friends). Few of them (21.1%) revealed that they got to know of the vacancy through advertisement while 13.3% was through campus recruitment. Finally, 61.7% of the respondents agreed that the most appropriate criteria for selecting potential employees of public sector higher education institutions in Ghana are academic qualification (Otoo et al., 2018).

In addition, majority of the respondents (27.3%) agreed that the peculiar challenge associated with recruitment and selection practices of public sector higher education institutions in Ghana is identification of available vacancies. Delay in feedback after interview was also cited by 25% of the respondents as a challenge with the recruitment and selection practices of the University. Again, 16.4% of the respondents indicated nepotism and favoritism as another source of challenge while 15.6% believed that poor human resources planning is the major challenge with the recruitment and selection practices of public sector higher education institutions in Ghana. Furthermore, 13.3% indicated that cost of recruitment and selection practices of public sector higher education institutions in Ghana. From the above, it is clear that the key challenges associated with recruitment selection practices of public sector higher education institutions in Ghana are identification of available vacancies and delay in feedback after interviews.

According to the study that conducted to assess recruitment, selection, and placement of human resource in adult education organization in Borno state of Nigeria that reported majority of the administrators have much interest in recruitment than selection in the mean score 376.5% and 46.8% respectively (Daniel et al., 2014).

2.3.2. Factors affect recruitment policy

The recruitment policy of an organization is an integral part of its HR policy. Obviously, the factors influencing the recruitment policy are the same that determine the HR policy of an

organization. These factors can broadly be classified into two categories, namely, internal factors and external factors. Let us briefly discuss the nature and extent of the influence of these factors in determining the recruitment policy (Durai, 2010).

Internal Factors: Internal factors are those factors that are well within the control of an organization. There are numerous internal factors that affect the recruitment policy of an organization. A brief description of the key ones is presented as follows (Durai, 2010)(Hannabuss, 2002). These are factors that affect internal recruitments: wage and salary policy; the age structure of the existing working force; promotion and retirement policy; turnover rates; the nature of processes involved; the kind of personnel required; the level and seasonality of the operation in question; future expansion and reduction programs; the recruiting policy of the organization; the human resource planning strategy of the organization; the size of the organization and the number of employees employed; finance involved in recruiting employees; and finally, growth and expansion plans of the organization.

External Factors: External factors are those factors that are beyond the control of an organization. These factors usually affect the quantity and quality of labour available to an organization. Hence, external factors should also be considered while framing the recruitment policy (Durai, 2010)(Hannabuss, 2002). These factors are as follows: supply and demand of specific skills in the labour marketplace; organization's image perception of the job seekers about the company; external cultural factors: Obviously, the culture may exert substantial check on recruitment. For example, women may not be recruited in certain jobs in industry; political and legal factors also exert restraints in respect of nature and hours of work for women and children, and allied employment practices in the enterprise, reservation of Job for SC, ST and so on; and socio demographic factor

2.3.3. Factors affecting selection of human resource

The major factors which determine the steps involved in a selection process such as; Selection process depends on the number of candidates that are available for selection; selection process depends on the sources of recruitment and the method that is adopted for

making contact with the prospective candidates; and various steps involved in as selection process depend on the type of personnel to be selected.

The study that was conducted to assess the effect of recruitment and selection of an organizational performance of South Nyanza Sugar Company, Kenya that reported recruitment and selection had a positive coefficient of 0.523. This indicates that the effect of recruitment and selection on organizational performance is positive meaning that a proper recruitment and selection leads to an increase in organizational performance. The corresponding probability value is 0.002 and since this value is less than the 5% level of significance thus the effect of selection and recruitment on organizational performance is significant (Onkoba, 2022).

According to the study to assess the recruitment and selection practice and the service performance of public sector organizations that was a public communication operator, Burundi. The finding of the study indicated that the use of appropriate recruitment process and selection methods enable organization to recruit committed and talented employees which improve the performance of organization. Also the study found that employers are challenged by a big number of candidates during recruitment process, lack of professional recruiter and other factors (Ntunga et al., 2022).

According to a descriptive survey study that conducted to assess the recruitment and selection practices of public sectors of higher education in Ghana reported that public sector Higher education institution in Ghana predominately relies on recommendation as its mode employment. In addition, identification of available vacancies and delay in feedback after interviews were the two main challenges with public sector higher education institutions in Ghana recruitment and selection practices (Otoo et al., 2018).

According to descriptive study that conducted to assess the recruitment and selection practice in public sectors in Oromia regional state, West showa Zone reported that respondents were not aware of formal recruitment and selection policy at a town. In addition, the finding showed that the recruitment and selection process was not monitored to ensure fairness and transparency, there were a lot of internal and external challenges like limited choice, incompetence, inaccessibility of labor and expensiveness of announcement in the implementation of recruitment and selection, duties and responsibilities of the job

holders were not properly stated on the vacancy advertisement and which makes difficult to know the responsible body (Alemayehu & Deressa, 2019).

The cross-sectional study that conducted to assess role of recruitment and selection on the organization performance, the case of Wogagen Bank, in Ethiopia. The finding of the study showed that the organization uses several practices to recruit and select. Newspaper is used as a vacancy advertisement, and interview as a selection practice. The recruitment and selection practice of the organization were evaluated by the respondents. According to the given responses, most respondents stated that the number of applications affect the employee selection process. Regarding the selection criteria, the company uses formal education (Melkamu & Mary', 2021).

The study that conducted to assess recruitment and selection practice in Burayu town municipality and public service and human resource development office. The study was used both primary and secondary data source and data were collected by using questionnaire, interview and document analysis. The finding of the study showed that the recruitment and selection practice were based on merit principle and the human resource office follows or applies equal employment opportunities to all citizens. In the study area, the sources of recruits were internal and external. Before selection, employees had different expectation and image towards Burayu town public service and human resource development. Public service and human resource development office of Burayu town attracts potentially qualified applicants to its office and municipality by different mechanisms, but newspaper/media/ advertisement was the dominant one. There were number of factors that hinder the fair practices of recruitments and selection, and management influence in selection and recruitment was higher than other factors (Sreenu & Vijaya Shanthi, 2016).

According to the study that conducted to assess the impact of recruitment and selection on organizational performance. The finding of the result showed that, advertising of job vacancies to general public, use of employment agent(s) and campus are mostly the mode for recruiting potential employees, it was also realized that the technique used in the recruiting and selection practice was very effective and moreover helped improve employee

performance, the study revealed that the selecting and recruitment process are also characterized with lots of challenges (Gupta & Praveen, 2023).

2.3.4. Challenges that affect recruitment and selection

According to the quantitative study that conducted to identify the major challenges faced by the human resource recruiter's post selection of freshers that reported the major challenges identified are allocation of projects to new recruits as per their interested work domain, relocation, background verification, counter-offers, candidates on bench without project and bond/contract (Indexed, 2021).

The study that conducted identify the challenges of recruitment and selection of employees in Zimbabwean companies. According to the findings of the study challenges of recruitment and selection of staff, identified brain drain, high labour turnover, scarcity of skills and expertise in the labour market, and unemployment. Other challenges include costs associated with recruitment. Smaller companies compete with bigger companies which can better absorb the costs associated with recruitment and are also capable of playing better salaries. Absence of human resources planning, geographical location of jobs and use of information technology in advertising are other challenges that employer organizations face when recruiting and selecting employees(Zinyemba, 2014).

Similarly, the study that conducted to assess recruitment and selection practice Oromia regional state, West Shwa zone, Ambo Twon indicated that there were a lot of internal and external challenges like limited choice, incompetence, inaccessibility of labor, and expensiveness of advertisement in the implementation of recruitment and selection, duties and responsibilities of the job holders were not properly specified on the vacancy advertisement (Alemayehu & Deressa, 2019).

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1. Research Design

This research was a descriptive research design to look for practice and challenges of recruitment and selection in grade one private security companies in Addis Ababa, Ethiopia 2024. The study also employed cross-sectional design because the data was collected and assessed over a defined period of time.

3.2. Research approach

There are three types of research approaches: such as quantitative, qualitative and mixed (Sarwono, 2022). Mixed method design is a method that includes both quantitative and qualitative data collection (Oshagbemi, 2017). To achieve this study applied a mixed research approach (a combination of quantitative and qualitative approaches).

3.3. Sample Size and Sampling Techniques

2.3.5. Target population

All staff who were involved in recruitment and selection practice in Grade One Private Security Company in Addis Ababa were target population. According to the information that obtained from the Ethiopian Federal Police Commission, there were 23 Grade One Private Security Companies in Addis Ababa, Ethiopia. GOPSC had three major types of staffs such as management staffs, supervisors and security staffs. And there were only 179 staffs (management staffs who are involved in recruitment and selection process) who were working in 23 GOPSCs.

2.3.6. Sample size determination

According to the information that obtained from the Ethiopian Federal Police Commission, there were 23 Grade One Private Security Companies in Addis Ababa, Ethiopia. Among 23 GOPSC, only 16 (70%) of them was selected by using lottery method to be involved in the

study due to constraints of budget and time to carry out data collection. The sample that used for quantitative the study was determined by using scientific formula. This scientific formula used to maximize the proportional representativeness of randomly selected samples, eliminates sample bias and gives equal chance to every individual and also it maximizes the reliability of the evidence or data collected (Naing, 2003). Yamane formula used in this study to calculate sample from 123 total population who are working in 16 selected GOPSCs with 5% of alpha level.

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

$$n = \frac{123}{1 + 123(0.05)^2}$$

$$n = 93$$

Where:

n= sample size

N= total population

e= level of precision/alpha level

2.3.7. Sampling technique

According to the data obtained from the Ethiopian Federal Police Commission, there were 23 GOPSCs. Among those GOPSECs, only 70% of them were selected by using the lottery sampling method due to constraints of budget and time. Then, from each GOPSC, 93 participants were selected proportionally from each company. Then, each participant was selected from each company by using the purposive sampling method. For qualitative study 12 participants who were selected from 12 selected due to time and cost constraint among Grade One Private Security Companies by using purposive method.

Table 1: proportionate sampling of participants from each GOPSC, in Addis Ababa, Ethiopia.

S. N	List of GOPSCs	Number of staffs	Proportional	Sample to be collected
1	Siltun Professional PLC	7	0.056911	5
2	Layon Security Service PLC	8	0.065041	6
3	Gafat Security and Human Resource PLC	7	0.056911	5
4	Admas Security Service PLC	7	0.056911	5
5	Wow Security Service PLC	8	0.065041	6
6	ABC Security Service PLC	7	0.056911	5
7	New generation Security Service PLC	9	0.073171	8
8	Nebiwo Security Service PLC	8	0.065041	6
9	Fountain Security Service PLC	7	0.056911	5
10	Fine General Security Service PLC	8	0.065041	6
11	Commercial Nominees Security Service PLC	10	0.081301	9
12	Ultimate Ethiopia Security Service PLC	8	0.065041	6
13	Vital Security Service PLC	8	0.065041	6
14	Ginus Security Service PLC	7	0.056911	5
15	Bifitu Security Service PLC	8	0.065041	6
16	Focus Security Service PLC	6	0.04878	4
Total sample size		123		93

3.4. Source of Data and Tools of Data Collection

The primary data was collected through both self-administered questionnaire and interview that adapted from different similar studies. The questionnaire was adapted from different similar studies (Alemayehu & Deressa, 2019). The questionnaire was both open and closed ended questionnaire. Closed ended questionnaire was a 5- point Likert scale: strongly disagree (1), disagree (2), neutral (3), agree (4), and strongly agree (5). Open ended questionnaire that have four statements. The primary data collection also has five parts: the first part was related to demographic information of participants; the second part was questionnaire about recruitment practices in GOPSCs; the third part was questionnaire about selection practices in GOPSCs; the fourth part was open ended questionnaire related with challenges of recruitment and selection practices, and lastly, there were also an interview questions with seven items. Interview is important to get qualitative data regarding the challenges of recruitment and selection practice and verify data secured using questionnaire.

3.5. Procedure of Data Collection

The questionnaires were prepared both in English and Amharic language. Three trained data collectors were assigned to collect the required data from study participants using pre-tested self-administered questionnaires. Quantitative data was collected from 93 participants using well-standardized, structured, and self-administered questionnaire. Qualitative data also collected by using interview of 12 key informant (head of human resource department) from selected GOPSCs by using lottery method.

3.6. Reliability and Validity of Data Collection Tools

Cronbach's alpha is the most common measure of internal consistency ("reliability"). It is most commonly used during multiple Likert questions in a survey/questionnaire that form a scale and to determine if the scale is reliable. In respect to measuring the reliability of the scale, the reliability coefficient (Cronbach's alpha) of the practices of recruitment and selection should be $> .70$ (Tavakol & Dennick, 2011).

Pre-test was conducted at 5% of the sample size grade one private security companies almost similar setups at non-selected companies to avoid information leakage's. Finally, based on the results obtained from the pre-testing, modification was carried out to improve the quality of the questionnaire. Eventually, personal and material related vague or gaps will be identified and immediately corrected for the actual data collection process.

3.7. Data Analysis Method

3.1.1. Quantitative data

Quantitative data gathered using questionnaire was processed via SPSS version 24 and analyzed using descriptive cross-sectional study design. The study was conducted from March to April 2024, using pre-tested and self-administered questionnaires with a total of sample size 93 staffs of GOPSC. The collected data entered into SPSS version 24 for further cleaning and analysis purpose. Mean and standard deviation were used to determine recruitment and selection practices.

3.1.2. Qualitative data

The interviewed guide comprised statements related with practices and challenges of recruitment and selection process. This was designed to gather the opinion of managers regarding practices and challenges of recruitment and selection and made narration accordingly. The finding of qualitative study was integrated with quantitative information to answer the research questions.

3.8. Ethical Consideration

Confidentiality and privacy were some of the most corner stone of field research activities in order to get relevant and appropriate data. The researcher assured the purpose of the research paper and confidentiality of any information gathered through questionnaire on the introductory part of the paper. A final report made available to the organization for perusal and for academic purpose. Moreover, all materials consulted to conduct the study had been duly acknowledged.

CHAPTER FOUR

4. RESULTS AND DISCUSION

4.1. Results

4.1.1. Response rate

This part of the thesis presents the results of the data gathered from human resource officers of grade one private security company by using closed and open-ended standardized questionnaire and interview. This study deals with one of the basic research questions of the main research entitled practices and challenges of recruitment and selection at grade one private security companies in Addis Ababa, Ethiopia. Based on the research design of the main research the questionnaire was distributed to 93 respondents working at 16 Grade One Private Security Companies. Accordingly, all questionnaires were fully collected. Moreover, data gathered through interviews were organized and interpreted in view of the objectives of the research questions.

4.1.2. Reliability tests

Reliability is the measure of internal constructs in the study. A construct is reliable if the alpha value is greater than 0,70 (Tavakol & Dennick, 2011). Construct reliability was assessed using Cronbach's alpha. The result revealed that the recruitment practice scale with 12 items ($\alpha = .763$), and selection practice scale with 15 items ($\alpha = .696$) also found a reliable (table 2).

Table 2: Reliability Statistics

Constructs	No of items	Alpha value
Recruitment practice	12	.763
Selection practice	15	.696

Source: own survey data, 2014

4.1.3. Analysis of background information of respondents

Among 93 respondents, 72 (77.4%) were male, and 21(22.6%) were female. Regarding age of participants, 5 (5.4%) were under 25 years old, 29 (31.2%) were 26-35 Years old, 24

(25.8%) were 36-45 years old, 13 (14%) were 46-55 years old, and 22 (23.7%) were above 55 years old. Regarding position of respondents, 62 (66.7%) were human resource officer and 31(33.3%) were other staffs. Regarding educational background of respondents, 6 (6.5%) were under certificate, 8 (8.6%) were certificate, 23 (24.7%) were college diploma, 44 (47.3%) were degree holders, and 12 (12.9%) were second degree holders. Regarding work experience of participants, 48 (51.6%) were under 5 years, 28 (30.1%) were 6-10 years, 10 (10.8%) were 11-15 years, 5 (5.4%) were 16-20 years, and 2 (2.2%) were above 20 years of experience in private security company.

Table 3: Socio demographic information of participants of GOPSC in Addis Ababa, 2024.

Variables		Frequency	Percentage
Sex	Male	72	77.4%
	Female	21	22.6%
Age	Under 25 years	5	5.4%
	26-35 years	29	31.2%
	36-45 years	24	25.8%
	46-55 years	13	14%
	Above 55 years	22	23.7
Position	Human resources officer	62	66.7%
	Others	31	33.3
Educational background	Under certificate	6	6.5%
	Certificate	8	8.6%
	College diploma	23	24.7%
	First degree	44	47.3%
	Second degree	12	12.9%
Work experience	Under 5 years	48	51.6%
	6-10 years	28	30.1%
	11-15 years	10	10.8%
	16-20 years	5	5.4%
	Above 20 years	2	2.2%

Source: own survey data, 2024

4.1.4. Descriptive statistics for study variables

4.1.4.1. Descriptive analysis of recruitment practice

The aggregated mean and standard deviation values for recruitment practice are 3.39 and .79444 respectively. This implies that recruitment in Grade One Private Security companies were not practiced. Item wise, the sample mean and standard deviation values for “the organization prepares recruitment plan’ 3.62 and 1.563, respectively. This shows that, most of the respondents agreed that the organization prepared recruitment plan. The sample mean

and standard deviation values for “the organization has policy and procedure on recruitment” 3.52 and 1.16668 This implies that, most of the respondents agreed that the organization had policy and procedure on recruitment. The sample mean and standard deviation values for “management of organization follows policy and procedure on recruitment” 2.86 and 1.21218. This implies that, most of the respondents agreed that the organization did not follow policy and procedure on recruitment. The sample mean and standard deviation values for “the organization provides orientation on recruitment” 2.82 and 1.51044. This implies that, most of the respondents agreed that the organization did not provide orientation on recruitment. The sample mean and standard deviation values for “the organization monitor recruitment process to ensure fairness and transparency” 3.09 and 1.51129. This implies that, most respondents agreed that the organization did not monitor recruitment process to ensure fairness and transparency. The sample mean and standard deviation values for “the organization recruitment plan give equal opportunity to recruit potential employees” 2.65 and 1.65270 This implies that, most respondents agreed that the organization’s recruitment plan did not give equal opportunity to recruit potential employees. The sample mean and standard deviation values for “recruitment practice led to recruit competent staff” 2.90 and 1.41471. This implies that, most respondents disagreed that the recruitment practice led to recruit competent staff. The sample mean and standard deviation values for “the recruitment process was quick and applicants are informed on time” 4.57 and .66591 This implies that, most respondents agreed that the recruitment process was quick and applicants are informed on time. The sample mean and standard deviation values for “the qualification recruitment of a job properly state on vacancy announcement” 3.39 and .84740. This implies that, most respondents agreed that the qualification recruitments of a job did not properly state on vacancy announcement. The sample mean and standard deviation values for “duties and responsibilities of the job holders properly state on the vacancy advertisement” 2.46 and 1.42615. This implies that, most respondents agreed that duties and responsibilities of the jobholders did not properly state on the vacancy advertisement. The sample mean and standard deviation values for “organization use convenient and accessible media to advertise recruitment vacancy” 3.8495 and 1.11264. This implies that, most respondents agreed that the organization use convenient and accessible media to advertise recruitment vacancy. The sample mean and

standard deviation values for “the recruitment is satisfactory “2.92 and 1.52684 This implies that, most respondents agreed that the recruitment process in Grade One Private Security company was not satisfactory.

Table 4: Recruitment practice in GOPSC in Addis Ababa, Ethiopia 2024

Statements of recruitment practice	Level of agreement												Mean	SD	
	SD		D		N		A		SA		Total				
	N	%	N	%	N	%	N	%	N	%	N	%			
The org. prepares recruitment plan.	4	4.3	-	-	16	17.2	19	2.4	43	46.2	93	100%	3.6237	1.503	
The org. has police and procedure on recruitment.	4	4.3	13	14	15	16.1	26	28	35	37.6	93	100%	3.5161	1.16668	
The org. follow policy and procedure on recruitment.	35	37.6	18	19.4	17	18.3	13	14	10	10.8	93	100%	2.8602	1.21218	
The org. provide orientation on recruitment.	35	37.6	27	29	14	15.1	9	9.7	8	8.6	93	100%	2.8172	1.51044	
The org. monitored recruitment process to ensure fairness and transparency.	44	47.3	23	24.7	12	12.9	9	9.7	5	5.4	93	100%	3.0958	1.51129	
The recruitment plan gives equal opportunity to recruit potential employees.	42	45.2	25	26.9	12	12.9	7	7.5	7	7.5	93	100%	2.6452	1.6527	
The recruitment practice led to recruit competent staff.	29	31.2	27	22.6	21	22.6	11	11.8	5	5.4	93	100%	2.9032	1.41471	
The recruitment process is quick and applicants are informed on time.	3	3.2	8	8.6	8	8.6	21	22.6	53	22.6	93	100%	4.5699	.66591	
The qualification requirements of a job always properly state on vacancy announcement.	8	9.7	10	10.8	13	14	19	20.4	42	45.2	93	100%	3.3871	.8474	
Duties and responsibilities of the job holders are properly stated on the vacancy advisement.	42	45.2	21	22.8	17	18.3	9	9.7	4	4.3	93	100%	2.4624	1.42615	
The organization use convenient and accessible media to advertise recruitment vacancy.	4	4.3	10	10.8	16	17.2	25	26.9	38	40.9	93	100%	3.8495	1.11264	
The recruitment is satisfactory.	36	28.7	27	29	18	19.4	7	7.5	5	5.4	93	100%	2.9247	1.52684	
Recruitment practice	Mean= 3.3871 Standard deviation = .79444														

Source: own survey data, 2024

4.1.4.2. Descriptive Analysis of Selection Practice

The aggregated mean and standard deviation values for selection practice are 2.81 and .6956 respectively. This implies that selection practice in Grade One Private Security companies was not practiced. Item wise, the sample mean and standard deviation values for “the

organization prepared a plan for selection of new staffs” 3.44 and 1.49246. This implies that, most of the respondents agreed that the organization prepared a plan for selection of new staffs. The sample mean and standard deviation values for “organization had policy and procedure of selection process”3.76 and 1.37839 This implies that, most of the respondents agreed that the organization had policy and procedure on selection of employees. The sample mean and standard deviation values for “organization follows policy and procedure implementation”2.78 and 1.70581. This implies that, most of the respondents agreed that the organization did not follow policy and procedure on selection of employees. The sample mean and standard deviation values for “the management have awareness of policy and procedure of selection process” 2.61 and 1.72597. This implies that, most of the respondents agreed that the management have awareness of policy and procedures on selection of employees. The sample mean and standard deviation values for “organization provide orientation on selection process of the employees” 4.49 and .60115. This implies that, most of the respondents agreed that the organization provide orientation on selection of the employees. The sample mean and standard deviation values for “the organization monitors selection process to ensure fairness and transparency”2.67 and 1.49152. This implies that, most of the respondents agreed that the organization not monitored selection process to ensure and fairness and transparency. The sample mean and standard deviation values for “the organization consider relevant selection criteria to select employees”2.42 and 1.66370 This implies that, most of the respondents agreed that the organization did not consider relevant selection criteria to select competent employees. The sample mean and standard deviation values for “selection process of an organization follow a merit-based principle” 4.47 and .66906. This implies that, most respondents agreed that the selection process of an organization follow a merit-based principle. The sample mean and standard deviation values for “the organization gives equal chance and opportunity for potential employees during selection” 2.13 and 1.59637. This implies that, most of the respondents agreed that the organization did not give equal opportunities for potential employees during selection. The sample mean and standard deviation values for “the selection practice led to select competent employees”2.06 and 1.39725. This implies that, most of the respondents disagreed that the selection practice led to select competent employees. The sample mean and standard deviation values for “the organization use written test to select candidates”2.51

and 1.59226. This implies that, most of the respondents agreed that the organization did not use written tests to select potential employees among candidates during selection. The sample mean and standard deviation values for “the organization use interview to select candidates” 2.09 and 1.36458 This implies that, most of the respondents agreed that the organization did not use standardized interview to select potential employees among candidates during selection. The sample mean and standard deviation values for “the organization clearly define job specification” 2.49 and 1.32389. This implies that, most of the respondents agreed that the organization did not clearly defines job specification of selection process. The sample mean and standard deviation values for “interview and written test approach during selection are comfortable” 2.17 and 1.4568. This implies that, most of the respondents agreed that interview and written test approach during selection were not comfortable. The sample mean and standard deviation values for “written test for selection of candidates are related with job specification “2.30 and 1.45052. This implies that, most of the respondents agreed that the written tests for selection of candidates was related with job specification.

Table 5: Selection practice in GOPSC in Addis Ababa, Ethiopia 2024.

Statements of selection practice	Level of agreement												Mean	SD
	SD		D		N		A		SA		Total			
	N	%	N	%	N	%	N	%	N	%	N	%		
The org. prepares a plan for the selection process.	16.	17.2	12	12.9	11	11.9	23	24.7	31	33.3	93	100%	3.4409	1.4923
The org. has policy and procedure on selection of employees.	11	11.8	9.	9.7	8	8.8	28	30.1	37	39.8	93	100%	3.7634	1.3784
The org. follow policy and procedure on selection of employees.	38	10.9	10	10.9	1	1.1	22	23.7	22	23.7	93	100%	2.7849	1.70581
The management have awareness policy and procedures on selection of employees.	28	26	28	8.6	3	3.2	16	17.2	43	40	93	100%	2.6121	1.72597
The organization provide orientation on selection of the employees.	-	-	1	1.1	2	2.2	40	43	50	53.8	93	100%	4.4946	.60115
The organization monitored selection process to ensure fairness and transparency.	24	25.8	34	36.6	1	1.1	17	18.3	17	18.3	93	100%	2.6667	1.49152
The selection criterion relevance to select competent employees.	46	49.5	13	14	2	2.2	13	14	19	20.4	93	100%	2.4194	1.66670
The selection process of organization follows a merit-based principle.	0	0	1	1.1	6	6.5	34	36.6	52	55.9	93	100%	4.4731	.6671
The org. gives equal opportunity for potential employees during selection.	53	57	16	17.2	1	1.1	5	5.4	18	19.4	93	100%	2.1290	1.59637
The selection practice led to select competent employees.	46	49.5	26	28	-	-	11	11.8	10	10.8	93	100%	2.0645	1.39725
The org. use written test to select potential employees among candidates during selection.	36	38.7	24	25.8	2	2.2	12	12.9	19	20.4	93	100%	2.5054	1.59226
The org. use interview to select potential employees among candidates during selection.	42	45.2	30	32.3	3	3.2	7	7.5	11	11.8	93	100%	2.0860	1.36458
The org. clearly defines candidates' specification of selection process.	27	29	25	26.9	19	20.4	12	12.9	10	10.8	93	100%	2.4946	1.32389
Interview and written test approach during selection comfortable.	46	49.5	18	19.4	8	8.6	9	9.7	12	12.9	93	100%	2.172	1.4568
The written test for selection of candidates is related with job specification.	38	40.9	25	26.9	7	7.5	10	10.8	13	14	93	100%	2.3011	1.45052
Selection practice	Mean= 2.8065 standard deviation= .69561													

Source: own survey data, 2024

4.1.5. Challenges of recruitment and selection practices

4.1.5.1. Internal challenges during recruitment process

Respondents were asked to state the major internal challenges during the recruitment process. Most of the respondents 66 (71%) of them were agreed that there were internal challenges during recruitment and selection process. Among those respondents, 22 (33.3%) of them agreed that there was problem related with salary and wage policy. 23 (34.8%) of them were agreed that the candidates did not provide complete document such as educational credentials and work experience during recruitment process. 16 (24.2%) of them were agreed that the candidates provided false document such as educational credential and work experience during recruitment process. 10 (15.15%) of them were agreed that the organization dd not have clear criteria to recruit candidates. Finally, 12 (18.18%) of them were agreed that some managers forced human resources officers to recruit officers without competition.

Table 6: challenges of internal recruitment process In GOPSC in Addis Ababa, Ethiopia 2024.

Statement of challenges during internal recruitment	Level of agreement					
	Yes		No		Total	
	N	%	N	%	N	%
Wage and salary policy	22	33.3	44	66.6	66	100%
Providing incomplete documents	23	34.8	43	65.2	66	100%
False documents	16	24.2	50	75.8	66	100%
Unavailability of Clear and standardized criteria of recruitment	10	15.2	56	84.8	66	100%
Nepotism	13	19.7	53	80.3	66	100%
Internal challenges during internal recruitment	66	71%	27	29%	93	100%

Source: own survey data, 2024

4.1.5.2. External challenges during recruitment process

Respondents were asked to state the major external challenges during the recruitment process. 43 (46.2%) of the respondents agreed that there were challenges during the external recruitment process. Among these respondents, a few (18.6%) agreed that there was distance between job and residential area. Some respondents (44.2%) revealed that there was a problem regarding documents; some of job applicants were providing incomplete educational credentials and work experience. A few (20.9%) of them also responded that documents of some job applicants became false or inappropriate. A few (9.3%) respondents revealed that job applicants had a problem related with language. A few (11.6%) respondents agreed there was a challenge related with nepotism, according to the respondents some job applicants providing or receiving opportunities due to a family relationship or friendship. A few (9.3%) respondents also revealed that there was shortage of human resource officer during recruitment process.

Table 7: Challenges of external recruitment process in GOPSC in Addis Ababa, Ethiopia 2024.

Statement of challenges during external recruitment	Level of agreement					
	Yes		No		Total	
	N	%	N	%	N	%
Distance between job and residence	8	18.6%	35	81.4%	43	100%
Providing incomplete documents	19	44.2%	24	55.8%	43	100%
False documents	9	20,9%	34	79.1%	43	100%
Language problem	4	9.3%	39	90.7%	43	100%
Recruiting without vacancy advertisement	8	18.6%	35	81.4%	43	
Unavailability of Clear and standardized criteria of recruitment	2	4.7%	41	95.3%	43	100%
Nepotism	5	11.6%	39	90.7%	43	100%
Shortage of Human resource officer	5	11.6%	39	90.7%	43	100%
External challenges during internal recruitment	43	46.2%	50	53.8%	93	100%

Source: own survey data, 2024

4.1.5.3. Internal challenges during selection process

Respondents were asked to state the major internal challenges during the selection process. 24 (25.8%) of the respondents revealed that there were challenges during internal selection process. Among those respondents, 6 (25%) of the them revealed that there were no clear and standardized criteria that help to select candidates during selection process. 5 (20.8%) of the respondents also revealed that there was nepotism; managers were pushed the human resource department to select candidates without using selection criteria. 6 (25%) of them revealed that the candidates unable to read and write during written test. In addition, 3 (12.5%) respondents also revealed that the candidates did not have confidence during written test and interview and 9 (37.5%) of them agreed that some candidates had the problem related with language problem.

Table 8: Challenges of internal selection in GOPSC in Addis Ababa, Ethiopia 2024.

Statement of challenges during internal selection	Level of agreement					
	Yes		No		Total	
	N	15%	N	%	N	%
Lack of clear and standardized criteria to select internal candidates	6	25%	18	75%	24	100%
Underestimate security job	5	20.8%	19	79.2%	24	100%
Unable to write and read during written test	6	25%	18	75%	24	100%
Lack of confidence during test and interview	3	12.5%	21	87.5%	24	100%
Language problem	9	37.5%	15	62.5%	24	100%
Challenges of internal selection process	24	25.8	69	74.2	93	100%

Source: own survey data, 2024

4.1.5.4. External challenges during selection process

Respondents were asked to state the major external challenges during the selection process. 41 (44.1%) of the respondents revealed that there were challenges during external selection process. Among these respondents, 13 (31.7%) of the them were agreed that there were no clear and standardized criteria that used for select recruited candidates. 11 (26.8%) of the

respondents revealed that there was nepotism during selection candidates; some managers forced officer to select based on their proposal rather than the selection criteria. 5 (12.2%) of them agreed that there were challenges; some candidates did not able to read and write during written test. In addition, 6 (14.6%) of the respondents revealed that some candidates did not attain during interview and written test. 22 (53.7%) of them were agreed also some candidates did not able communicate due to language problem. 11 (26.8%) of the respondents revealed that there was problem related with incomplete document. In addition, 5(12.2%) of them agreed that there was false document of candidates during selection.

Table 9: Challenges of external selection in GOPSC in Addis Ababa, Ethiopia 2024.

Statement of challenges during external selection	Level of agreement					
	Yes		No		Total	
	N	%	N	%	N	%
Lack of criteria to select staff from candidates	13	31.7	28	70	41	100%
Nepotism	11	26.8	30	73.2	41	100%
Unable to write and read during written test	5	12.2	36	87.8	41	100%
Lack of confidence during test and interview	3	7.3	38	92.7	41	100%
Lack of communication due to language problem	22	53.7	19	46.3	41	100%
Incomplete document	11	26.8	30	73.2	41	100%
Unable to attained during test and interview	6	14.6	35	85.4	41	100%
Provide false document	5	12.2	36	87.8	41	100%
Challenges of external selection process	41	44.1	52	55.9	93	100%

Source: own survey data, 2024

4.1.6. Findings of the interview

All respondents to the interview were male. Among those, the majority of 7 (58.3%) participants were over 35 years old. 10 (83.3%) of the respondents had above five years of work experience in the GOPSC. And nine (75%) of them were heads of the human resources department.

Respondents were asked questions that was considered in assessing practice of recruitment and selection process as well as challenges that face during recruitment and selection of employees in GOPSC. Seven different interview questions were presented namely: source of recruitment; method of attraction of job applicants; recruitment and selection policy; challenges during internal recruitment; challenges during external recruitment; challenges during internal selection and external selection.

According to the findings of the interview, “what source of recruitment does the organization consider to fill the vacant position?” Most of the respondents (66.6%) agreed that source of recruitment to fill the vacant position was advertising using public notice board; recommendation using friends, families and co-workers; electronics media such as telegram channel and mass media; and job seekers comes on their own to apply. Some of the respondents (20%) also explain that source of recruitment was private agency, and newspaper. Based on the findings of survey of recruitment practice, statement six indicated that the organization plan did not give equal chance and opportunities to competent employees during recruitment. Because findings of interview showed that recruitment was done through family, friendship and acquaintances, not vacancy advertisement.

Respondents also asked what the organization often uses to attract applicants for a vacant position. Most of the respondents (41.6) revealed that Grade one private security company often use better salary and benefits (such as house allowance, transport and medical fees) to attract applicants for vacant position. The rest respondents also stated that organization use training, providing standard and quality uniform, implement of good governance, give priority who are working at military institution to attract applicants for vacant position.

According to the findings of interview, “what are challenges of recruitment and selection practice in grade one private security company?” 50% of the respondents stated that most of job applicants were from outside of Addis Ababa because job seekers in Addis Ababa look to underestimate security job. Due to this grade one private security company recruit job seekers who came from outside Addis Ababa. Those employees had a problem related with language problem, unable to provide Addis Ababa city identification, not adapting quickly to the environment, unable to provide surety and distance between job and their house

(because they rent house out of the city). Some respondents who held interviews also stated that job applicants were unable to provide complete documents such as educational credential, work experience, release from their previous organization and surety. They also explained that the job applicants provide false documents. The above challenges might be due to gap of implementation of standardized recruitment and selection practice. The survey also indicated that most of recruitment and selection practice was not fully implemented.

According to the interview held with staffs of Grade One Private Security Company regarding availability of policy of recruitment and selection, 33.3% of the respondents were stated that there was policy of recruitment and selection procedure and fully implemented, 41.7 % of them stated that there was policy of recruitment and selection process but not fully implemented, and 25 % of them also stated that there was no policy of recruitment and selection procedure. According to the findings of this interview, 80% of respondents agreed that the organization had both plan and policy of recruitment and selection with different level. Similarly, the survey report indicated that there were plan and policy of recruitment and selection, whereas the organization did not follow implementation of both and policy.

Furthermore, among respondents who were asked that challenges that face organization during internal and external recruitment and selection procedure. Among the responds of participants, there was no competent job applicants, they were physically poor and unable to provide relevant work experience. Because, 41.6% of the respondents stated that competent underestimate job of security. 58.3% of respondents among those who were interviews stated that there was lack of attention of government for private security services. Similarly, the survey indicated that during recruitment process qualification of the job did not properly state. In addition, the respondents of the survey agreed that recruitment practice did not led to recruit competent staff.

4.2. Discussion

In order to maximize the possibility of employing people who will propel the company to new heights, the human resources department must follow a number of steps in the recruitment and selection process(Alonso, 2013).

4.2.1. Recruitment practice

Successful human resource planning should identify human resource needs (Hannabuss, 2002) A well planned and well managed recruiting process is essential high-quality applicants (durai,2010). The next step is recruitment. Recruitment is discovering of potential candidates for actual vacancies (Hannabuss, 2002). Every organization has its own recruitment policy. Recruitment policy is the guiding principle that governs human resource practice relating to recruitment (Durai, 2010). A methodological recruitment policy can ensure availability of suitable people at the appropriate time (Durai, 2010).

Similarly, Grade One Private Security Companies had recruitment plan and they also had both policy and procedure of recruitment. However, these organization did not follow policy and procedure of recruitment process.

Merely placing an announcement or employing professional agencies to recruit applicants does not complete the recruitment process. There are several important steps involved in the whole process. These steps in detail, such as HR planning, determination of strategy, evaluation of the resource of recruitment, implementation of recruitment methods and strategy, and feedback and control (Durai, 2010). But this study showed that monitoring and evaluation did not perform during recruitment process. This study was consistent with study that conducted Oromia regional state, west showa zone reported that the recruitment and selection process was not monitored to ensure fairness and transparency (Alemayehu & Deressa, 2019).

4.2.2. Selection practice

The basic tasks of human resource management is selection of the right individual for the right position at the right time to carry out the activities of an organization in the most efficient way (Durai, 2010). Once the applicant's pool is prepared, the next step for the human resource department is to implement the predetermined selection process in order to select the best candidate for the job. The aim of this process is to finally end up with candidate best suited for the vacant job. The organization must be able to distinguish the

applicants who are most likely to perform well as employees from the others who are less suitable (Durai, 2010).

As a recruitment practice, a properly planned selection process is required for appointment of suitable persons (Rouhi, 2014). Similarly, the finding of this study revealed that grade one private security company prepared selection plan and they had both policy and procedure of selection. The managements of grade one security company have awareness about policy and procedure of selection and they provide orientation of employees. But the management did not follow the implementation of policy and procedure of selection process.

The aim of selection is to assess the suitable candidates by predicting the degree to which they will be able to carry out a role successfully. It involves deciding on the degree to which the characteristics of applicants in terms of their competencies, experience, qualifications, education and training match the person specification. It also involves using this assessment to make a choice between candidates. Selection methods consist of application forms, interviews and reference (Anonim, 2015). There are the differences in the abilities, aptitudes, interest, and personality of traits of individuals, it is essential to measure these differences effectively and accurately to determine their suitability for the job. This may be done with the help of selection tests. The term test is used here as a standardized measure of behavior of the applicants (Durai, 2010). But the finding of this study revealed that first grade security company did not implement written test to select staffs from candidates.

Once the human qualities essential for the successful performance of a job are identified, the next step is to determine the serious of tests to be undertaken to measure these qualities. While choosing the tests, the reliability, validity, and relevance of the results of the tests are important considerations (Durai, 2010). But, first grade security company did not use criteria relevance to select competent employees and most of the respondents agreed that there were no written tests. Even if there were tests, it did not relate with job specification of prospective employees.

Having decided the human traits to be measured, the types of tests and the success criteria, the next step is to administer the test to the candidates. The candidates may be outsider

seeking employment in the organization or the existing employees looking for promotion. As far as possible, the testing conditions must be near normal (Durai, 2010). But finding of this study revealed that the written test approach was not comfortable in first degree private security company.

The selection interview is one of the most widely used means of collecting necessary information about applicants. In fact, it is indispensable part of any selection procedure. It provides opportunity for the employer to have face to face interaction with the candidates. And also, it is used for gathering information that has not been collected through other selection tools. The organization may require one or more interviews for applicants, depending upon the nature and the number of vacancies (Durai, 2010). However, the finding of this study showed that first degree security companies did not use standardized interview to select potential employees among candidates during selection.

4.2.3. Challenges of recruitment and selection practice

Some studies that conducted both at regional and national level reported that there were internal and external challenges both in recruitment and selection process like limited resource, inefficiency, unviability of labor in the market, expensiveness of advertisement and job holders were not properly stated on the vacancy advertisement, brain drain, high labor turn over, scarcity of skills and expertise in the labor markets cost associated with recruitment, competition, lack of human resource planning, geographical location of job, and use of information technology, big number of job applicants, expectation about job, and delay of feedback of interview (Zinyemba, 2014), (Melkamu & Mary', 2021), (Sreenu & Vijaya Shanthi, 2016), (Ntunga et al., 2022), (Alemayehu & Deressa, 2019).

Whereas, this study revealed that challenges of both internal and external recruitment and selection process such as wage and salary policy; providing incomplete document; providing false document; unavailability of clear and standardized recruitment criteria and nepotism, distance between job site and employees home, providing incomplete or false document (educational credential, work experience, unable to provide Addis Ababa identification, shortage of human resource officer in the department, lack of clear and

standardized criteria to select the candidate, illiterate (unable to read and write), and lack of confidence during test or interview, and underestimating security job.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary of Major Findings

The main aim of this study was to examine practices and challenges of recruitment and selection at 16 Grade One Private Security Companies in Addis Ababa. Based on the following research results are presented as follows.

The study revealed that 62 (66.7%) and 61 (65.6%) of the respondents agreed that Grade One Private Security Companies had an employee's recruitment plan and policy of recruitment procedure, respectively. Similarly, the majority of respondents, 54 (58%) and 65 (69.9%), agreed that Grade One Private Security Company had an employee's selection plan and policy of selection procedure, respectively.

Whereas the finding of this study indicated that 53(56.9%) and 48 (51.6%) of the respondents agreed that Grade One Private Security Company did not follow plan of recruitment policy and selection policy, respectively.

67 (72%) and 58 (62.4%) Participants of Grade One Security Companies also respond that the organization did not monitor recruitment and selection process to ensure fairness and transparency, respectively.

The study also indicated that 61 (65.6%) of the respondent agreed that the qualification of requirement of the job did not state properly on vacancy announcement. In addition, 53 (56.9%) of the respondent agreed that the organization did not state duties and responsibilities on vacancy announcement properly. 63 (67.7%) of the respondents revealed that the organization use convenient and accessible media to advertise recruitment vacancy.

According to the finding of the study, majority of the respondent agreed that the organization did not use test and interview to select the employees.

The study also investigated challenges that was related with recruitment and selection procedure in Grade One Private Securities Companies. According to the study identified

challenges such as: salary and wage policy; incomplete or false documents; unavailability of clear and standardized criteria to recruit and select employees; nepotism; distance between job and employees' house; language problem; shortage of human resource officer; underestimate job of security; and lack of government attention to private security services.

5.2. Conclusion

The study focused on practice and challenges of recruitment and selection of grade one private security companies in Addis Ababa, Ethiopia. Recruitment and selection process are a vital and indispensable issue to build competent business. Because the success of any organization depends on the quality of their employees that have been recruited in to the organization through recruitment and selection process.

Based on the finding of this study, the following conclusion were made. Even if Grade One Private Security Companies had both plan and policy of recruitment process, the organization was not followed and monitored the implementation of plan and policy to ensure fairness and transparency of recruitment process. This may lead to the staff to bias, corruption and deployment of incompetent candidates. And this condition also created pressure on selection process.

Even if Grade One Private Security Companies had both plan and policy of selection process, the organization was not followed and monitored the implementation of plan and policy to ensure fairness and transparency of selection practice process. This may lead to bias, corruption and deployment of incompetent staffs. Generally, the study concluded that recruitment and selection practice of Grade One Private Security Companies in Addis Ababa were not effective.

According to the respondents of the interview, there were some internal and external challenges which observed during recruitment and selection process which directly affected accomplish the objectives and probably led to recruit and select inappropriate employees.

5.3. Recommendation

Based on the above conclusion, the following recommendation are forwarded. To improve recruitment and selection practice of private security company:

- Managers of private security companies should establish a team of experts that will monitor the overall recruitment and selection process based on the plan and policy of recruitment and selection.
- Managers of private security companies should prepare well-structured recruitment and selection policy in which job descriptions and specifications should be incorporated.
- The government that was licensed and inspected private security company should develop national standards of licensing and inspection that help to ensure quality security forces in the private security company.
- Managers of private security company should identify and evaluate the gaps that influence recruitment and selection process of private security business.
- Managers of private security companies should anticipate internal and external challenges in the recruitment and selection process and devise strategies to address them.
- Managers of private security companies should forecast internal and external challenges of recruitment and selection process that may face them and design strategies how to tap these challenges.
- Managers of Private Security Companies should use vacancies through accessible communication media for job applicants who have the minimum requirements.
- Managers of Private Security Companies should have to clearly define the recruitment and selection specifications in the recruitment and selection process.

REFERENCE

- Alemayehu, T., & Deressa, B. (2019). Assessment of Recruitment and Selection Practices in Ambo Town. *International Journal of Research in Business Studies and Management*, 6(5), 42–56. <http://www.ijrbsm.org/papers/v6-i5/5.pdf>
- Alonso, R. (2013). Recruitment and Selection in Organizations. *Draft*, 8(February), 180–214. <https://doi.org/10.15413/jbem.2020.0143>
- Anonim. (2015). Recruitment and Selection Textbook. *Human Resource Development*, 514–539.
- Bans-akutey, A., Abdullahi, A. M., & Afriyie, E. O. (2022). *Effect of recruitment and selection practices on organisational strategic goals. August.* <https://doi.org/10.35912/amor.v3i1.1171>
- Baur, J. E., Buckley, M. R., Bagdasarov, Z., & Dharmasiri, A. S. (2014). A historical approach to realistic job previews: An exploration into their origins, evolution, and recommendations for the future. *Journal of Management History*, 20(2), 200–223. <https://doi.org/10.1108/JMH-06-2012-0046>
- Caldwell, C., & Anderson, V. (2018). Strategic human resource management. *Strategic Human Resource Management*, 1–259. <https://doi.org/10.4337/9781800880092.ch173>
- Daniel, A., Abba Sanda, A., & Salau Midala, A. (2014). Recruitment, Selection and Placement of Human Resource in Adult Education Organisation: Implications for the Management of Adult Education Borno State Nigeria. *Journal of Education and Practice*, 5(31), 64–68. www.iiste.org
- Durai, P. (2010). *Human resource management.* [https://books.google.com.my/books?id=cRAvCCsN2e0C&pg=PA28&dq=strategic+management+process+step&hl=en&sa=X&ved=0ahUKEwil263xxb_fAhUHQ48KHbqEA3sQ6AEIQDAE#v=onepage&q=strategic management process step&f=false](https://books.google.com.my/books?id=cRAvCCsN2e0C&pg=PA28&dq=strategic+management+process+step&hl=en&sa=X&ved=0ahUKEwil263xxb_fAhUHQ48KHbqEA3sQ6AEIQDAE#v=onepage&q=strategic%20management%20process%20step&f=false)
- Eshete, A. T. (2021). Private Security in Ethiopia: Key Challenges and the Ways Forward. *International Journal of African and Asian Studies*, 75(2010), 20–26. <https://doi.org/10.7176/jaas/75-02>

- Gupta, G., & Praveen, N. (2023). Impact of Recruitment & Selection on Organizational Effectiveness. *International Research Journal of Modernization in Engineering Technology and Science*, 05(04), 6186–6192.
- Hannabuss, S. (2002). Mastering Human Resource Management. *Library Review*, 51(5), 273–274. <https://doi.org/10.1108/lr.2002.51.5.273.8>
- Indexed, S. (2021). *CHALLENGES FACED BY HUMAN RESOURCE RECRUITERS IN POST SELECTION OF FRESHERS IN*. 12(12), 79–90.
- Kang, H., & Shen, J. (2013). International recruitment and selection practices of South Korean multinationals in China. *International Journal of Human Resource Management*, 24(17), 3325–3342. <https://doi.org/10.1080/09585192.2013.770777>
- Matolo, R. S., Iravo, P. M., & Waititu, P. G. A. (2019). Study on Relationship between Recruitment and Selection and Employee Performance in Technical Training Institutes in Kenya. *International Journal of Scientific Research and Management*, 7(03), 440–451. <https://doi.org/10.18535/ijstrm/v7i3.sh03>
- Melkamu, T., & Mary', S. (2021). *The Role of Employee Recruitment and Selection on the Organization Performance, the Case of Wegagen Bank*. 26(1), 1–7.
- Miles, D. (2017). A Taxonomy of Research Gaps: Identifying and Defining the Seven Research Gaps | D. Anthony Miles - Academia.edu. *Doctoral Student Workshop: Finding Research Gaps-Research Methods and Strategies, 2017*, 1–10. https://www.academia.edu/35505149/ARTICLE_RESEARCH_A_Taxonomy_of_Research_Gaps_Identifying_and_Defining_the_Seven_Research_Gaps
- Naing, N. N. (2003). Determination of sample size. *Malaysian Journal of Medical Sciences*, 10(2), 84–86.
- Ng, E. S., & Parry, E. (2016). *Human Resource Management*. 1–41. <http://dx.doi.org/10.1108/S0742-730120160000034008>
- Ntunga, R., Ogbe, P. A., & Com, R. (2022). Recruitment and Selection Practices and the Performance of Public Sector Organisations: the Case of the Office National Des Telecommunications, Burundi. *Gsj*, 10(12), 12.

- Nyanjui, J. (2009). *a Survey of Employee Recruitment and Selection Practices of United Nations Agencies Operating in Gigiri a Management Research Project Submitted in Partial Fulfillment of the Requirement for the Award of Master of Business Administration (Mba) Degree, Scho. November.*
- Onkoba, E. A. (2022). Effect Of Recruitment And Selection On Organizational Performance Of South Nyanza Sugar Company, Awendo, Kenya. *International Journal of Progressive Sciences and Technologies (IJPSAT)*, 35(2), 160–164.
- Oshagbemi, T. (2017). Chapter 4. Research Design and Methodology. *Leadership and Management in Universities, 2003*, 67–95. <https://doi.org/10.1515/9783110853681-006>
- Otoo, I. C., Assuming, J., & Agyei, P. M. (2018). Effectiveness of Recruitment and Selection Practices in Public Sector Higher Education Institutions: Evidence from Ghana. *European Scientific Journal, ESJ*, 14(13), 199.
<https://doi.org/10.19044/esj.2018.v14n13p199>
- Rouhi, M. (2014). 人力资源 Human Resource. 74–76.
<http://journals.sagepub.com/doi/pdf/10.1177/104225870002500103>
- Samwel, J. O. (2018). An Assessment of the Challenges Facing Recruitment, Selection and Retention Process in Small Industries in Mwanza Region. *International Journal of Business and Management Invention (IJBMI) ISSN*, 7(3), 35–41.
- Sarwono, J. (2022). Quantitative, Qualitative and Mixed Method Research Methodology. In *Research Gate* (Vol. 1, Issue 1). <https://www.researchgate.net/publication/360403377>
- Searle, R. (2009). Recruitment and selection. *Human Resource Management: A Critical Approach*, 3(9), 151–168. <https://doi.org/10.4324/9780203876336>
- Sekiguchi, T. (2004). Person-Organization fit and Person-Job fit in employee selection: A review of the literature. *Osaka Keidai Ronshu*, 54(6), 179–196.
- Sreenu, E., & Vijaya Shanthi, D. (2016). Recruitment and Selection Practices in TSGENCO. *ITI HAS - The Journal of Indian Management*, 6(1), 31–37.

<http://search.ebscohost.com/login.aspx?direct=true&db=plh&AN=116673480&site=ehost-live>

Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53–55. <https://doi.org/10.5116/ijme.4dfb.8dfd>

Thomas. (2020). “Employee Recruitment and Selection Practices in Oromia Region (The case of EEPCO of Adama Branch).” *IJARiie*, 6(1), 857–861.

Zeuch, M. (2016). Handbook of human resources management. In *Handbook of Human Resources Management*. <https://doi.org/10.1007/978-3-662-44152-7>

Zinyemba, A. Z. (2014). The Challenges of Recruitment and Selection of Employees in Zimbabwean Companies. *International Journal of Science and Research*, 3(1), 29–33.

Appendix A: Questionnaire Form in English Version

ST. MARRY UNIVERSITY SCHOOL OF GRADUATE STUDIES MA IN BUSINESS ADMINISTRATION (MBA) DEPARTMENT OF GENERAL MANAGEMENT MBA PROGRAM

Questionnaires to be filled by Employees of Private Security Company

Dear respondents; This questionnaire is designed to collect data on the recruitment and selection practice in **GOPSCs** which will be used as an input for a thesis in partial fulfillment of **General MBA**. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome. Therefore, your genuine, frank and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly

Thank you in advance for your cooperation!

SECTION ONE: PERSONAL DATA

INSTRUCTION: - ENCIRCLE THE LETTER OF YOUR CHOICE

1. Gender

- Male
- Female

2. Age _____ years

3. Educational Level

- Less than certificate
- Certificate
- Diploma
- Degree
- Second degree

4. Work Experience _____

5. Position of work _____

SECTION TWO: GENERAL QUESTION

INSTRUCTION: - PUT THE [√] MARK IN THE BOX PROVIDED.

The following statement relates to the general recruitment and selection practice of your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

N.B: - 1= Strongly Agree 2= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

PART I: RECRUITMENT PRACTICE QUESTIONNAIRE FOR PRIVATE SECURITY COMPANY

s.no	Statement on recruitment practice	Scale				
		1	2	3	4	5
1	The organization prepare recruitment plan.					
2	The organization have police and procedure on recruitment of employees.					
3	The organization follow police and procedure on recruitment of employees.					
4	The organization provide orientation on recruitment of the employees.					
5	The organization monitored recruitment process to ensure fairness and transparency.					
6	The recruitment plan gives equal opportunity to recruit potential employees.					
7	The recruitment practice led to recruit competent staff.					
8	The recruitment process is quick and applicants are informed on time.					
9	The qualification requirements of a job always properly state on vacancy announcement.					
10	Duties and responsibilities of the job holders are properly stated on the vacancy advisement.					
11	The organization use convenient and accessible media to advertise recruitment vacancy.					
12	The recruitment is satisfactory.					

PART 2: SELECTION PRACTICE ASSESSMENT QUESTIONNAIRE

s.no	Statement on selection practice	Scale				
		1	2	3	4	5
1	The organization prepare a plan for the selection process.					
2	The organization have police and procedure on selection of employees.					
3	The organization follow police and procedure on selection of employees.					
4	The management have awareness police and procedures on selection of employees.					
5	The organization provide orientation on selection of the employees.					
6	The organization monitored selection process to ensure fairness and transparency.					
7	The selection criterion relevance to select competent employees.					
8	The election process of organization follows a merit-based principle.					
9	The organization give equal opportunity for potential employees during selection.					
10	The selection practice led to select competent employees.					
11	The organization use written test to select potential employees among candidates during selection.					
12	The organization use interview to select potential employees among candidates during selection.					
13	The organization clearly define candidates' specification of selection process.					
14	Interview and written test approach during selection comfortable.					
15	The written test for selection of candidates is related with job specification.					

PART 3: CHALLENGES RELATED WITH RECRUITMENT AND SELECTION PRACTICE

1. What are internal challenges in implementation of recruitment procedures?

2. What are external challenges in implementation of recruitment procedures?

3. What are internal challenges in implementation of selection procedures?

4. What are external challenges in implementation of selection procedures?

**PART 4: INTERVIEW QUESTIONS ON RECRUITMENT AND SELECTION FOR
MANAGEMENT BODIES AND HUMAN RESOURCE STAFFS**

1. What source of recruitment does the organization considers for filling a position?
2. What does the organization often use to attract applicants for a position?
3. Does the organization have a clear recruitment and selection policy and procedure (and process)?
4. What are internal challenges in implementation of recruitment procedures?
5. What are external challenges in implementation of recruitment procedures?
6. What are internal challenges in implementation of selection procedures?
7. What are external challenges in implementation of selection procedures?

Appendix B: Questionnaire Form in Amharic Version

በቅድስት ማርያም ዩኒቨርሲቲ

የድህረ ምረቃ ትምህርት ክፍል

የግል ጥበቃ ድርጅት የአስተዳደር ሠራተኞች የሚሞሉ መጠይቆች

ውድ ተሳታፊዎች፡ ይህ መጠይቅ የተዘጋጀው በግል ጥበቃ ድርጅት ውስጥ ያለውን የሰራተኞች ቅጥር ወቅት የምልመላ እና ምርጫ አሰራርን በተመለከተ መረጃ ለመሰብሰብ ሲሆን የንግድ አስተዳደር ትምህርት ሁለተኛ ዲግሪ ማሟያ የሚውል ነው። ሁሉም የጥያቄ ምላሾች በፍፁም ሚስጥራዊነት እንደሚጠበቁ አናረጋግጣለን። ስለዚህ፣ የዚህን ጥናት ለማሳካት የእርስዎ ወቅታዊ ምላሽ በጣም አስፈላጊ በመሆኑ መጠይቁን በቅንነት እና በኃላፊነት በመሙላት የበኩሎዎን አስተዋፅዖ እንዲያደርጉ በትህትና እንጠይቃለን።

ስለ ትብብርዎ አስቀድሙን እናመሰግናለን!

ሀብታሙ ገብረግዚአብሄር

ስልክ ቁጥር፡ 0911 420143

አዲስ አበባ፣ ኢትዮጵያ

ክፍል አንድ፡ የተሳታፊው ጥሬ ሀቅ

1. ጾታ ወንድ ሴት
2. እድሜ _____ ዓመት
3. የትምህርት ደረጃ

ከሰርተፍኬት በታች	<input style="width: 40px; height: 20px; border: 1px solid green;" type="text"/>	ሰርተፍኬት	<input style="width: 40px; height: 20px; border: 1px solid green;" type="text"/>
ዲፕሎማ	<input style="width: 40px; height: 20px; border: 1px solid green;" type="text"/>	የመጀመሪያ ዲግሪ	<input style="width: 40px; height: 20px; border: 1px solid green;" type="text"/>
ሁለተኛ ዲግሪ	<input style="width: 40px; height: 20px; border: 1px solid green;" type="text"/>		
4. በዚህ ድርጅት ውስጥ ያሉት የስራ ልምድ _____ ዓመት
5. በዚህ ድርጅት አሁን ያሉት የስራ ሃላፊነት _____

ክፍል ሁለት፡ የሰው ሀይል ቅጥር ሂደት የሰራተኞች ምልመላ ትግበራ በተመለከተ የቀረቡ መጠይቆች

የሚከተለው መጠይቅ ከድርጅትዎ አጠቃላይ የውስጥና የውጭ የሰራተኛ የምልመላ አሠራር ጋር የሚዛመድ ሲሆን እባክዎን ከዚህ በታች ባለው መመዘኛ መሰፈርት መሰረት የስምምነት ወይም ያለመስማማት ስሜትዎን (✓) ምልክት በሰጥኑ ላይ በማኖር ያመልክቱ።

1= በጣም አልስማማም፣ 2= አልስማማም፣ 3= መልስ የለኝም፣ 4= እስማማለሁ፣ 5= በጣም እስማማለሁ

ተ.ቁ	መግለጫዎች	ልኬት				
		1	2	3	4	5
1	ድርጅቱ የሰራተኞች ቅጥር ሂደት ምልመላ እቅድ ያዘጋጃል።					
2	ድርጅቱ የሰራተኞች ምልመላ በተመለከተ ፖሊሲና አሰራር አለው።					
3	ድርጅቱ የሰራተኞች ቅጥር ምልመላ በተመለከተ ያለውን ፖሊሲና አሰራርን ይከተላል።					
4	የድርጅቱ አመራር በሠራተኞች ቅጥር በተመለከተ በመገምገም አቅጣጫ ይሰጣል።					
5	የድርጅቱ የበላይ አመራር ፍትሃዊ እና ግልፅነትን ለማረጋገጥ የምልመላ ሂደቱን ይከታተላል።					
6	የምልመላ ዕቅድ አቅም ያላቸውን ሰራተኞች ለመቅጠር ለተወዳዳሪዎች እኩል እድል ይሰጣል።					
7	የቅጥር ስራው ብቁ ሰራተኞችን ለመቅጠር ያስችላል።					
8	የቅጥር ሂደቱን በተመለከተ ለአመልካቾች በወቅቱ ይገለጻል።					
9	የምልመላ መመዘኛ መሰፈርቶች ሁልጊዜ ክፍት የሥራ ማስታወቂያ ላይ በትክክል ይገልጻሉ።					
10	የክፍት ሥራ ቦታዎች ተግባርና ኃላፊነቶችን በተመለከተ በማስታወቂያው ላይ በዝርዝር ይገለጻሉ።					
11	ድርጅቱ የምልመላ ክፍት የስራ ቦታን ለማስተዋወቅ ምቹ እና ተደራሽ ሚዲያዎች					

	ይጠቀማል።					
12	የምልመላ ሂደት አጥጋቢ ነው።					

ክፍል ሶስት፡ የሰው ሀይል ቅጥር ሂደት የሰራተኞች ምርጫ ትግበራ በተመለከተ የተዘጋጀ መጠይቆች

የሚከተለው መጠይቅ በድርጅትዎ አጠቃላይ ከተመለመሉ እጩ ሰራተኞች መካከል የመምረጥ አሠራር ጋር የሚዛመድ ሲሆን እባኩን ከዚህ በታች ባለው መመዘኛ መስፈርት መሰረት የስምምነት ወይም ያለመስማማት ስሜትዎን (✓) ምልክት በሰጥኑ ላይ በማኖር ያመልክቱ።

1= በጣም አልስማማም፣ 2= አልስማማም፣ 3= መልስ የለኝም፣ 4= እስማማለሁ፣ 5= በጣም እስማማለሁ

ተ.ቁ	መግለጫዎች	ልኬት				
		1	2	3	4	5
1	ድርጅቱ ለሰው ሀይል ቅጥር ወቅት ምርጫን በተመለከተ እቅድ ይዘጋጃል።					
2	ድርጅቱ ከተመለመሉ ሰራተኞች መካከል ለመምረጥ ፖሊሲና አሰራር አለው።					
3	ድርጅቱ የሰራተኞች የምርጫ ፖሊሲና አሰራር ተግባራዊ ያደርጋል።					
4	የድርጅቱ የሰው ሀይል አስተዳደር ክፍል ባልደረቦች የተመለመሉ ሰራተኞች መካከል የምርጫ/የመምረጫ ፖሊሲና አሰራር በተመለከተ ግንዛቤ አላቸው።					
5	ድርጅቱ ለተመለመሉ እጩዎች የሚመረጡበትን መስፈርት በተመለከተ ገለጻ ያደርግላቸዋል።					
6	የድርጅቱ አመራር የምርጫ ሂደቱን ፍትሃዊነትና ግልፅኝነትን ለማረጋገጥ ክትትል ያደርጋል።					
7	ብቃት ያላቸውን ሰራተኞች ለመምረጥ የምርጫው መስፈርት አግባብነት አለው።					
8	የምርጫ ሂደቱ በብቃት ላይ የተመሰረተ የመምረጥን መርህን ይከተላል።					

9	የምርጫ ሂደት ለሁሉም ለተመለሰው አመልካቾች የመመረጥ እኩል እድል ይሰጣል።				
10	አዲስ የሰው ሀይል መምረጫ አሰራረሩ ከተመለሰው ሰራተኞች መካከል ብቁ ሰራተኞችን እንዲመረጡ ያስችላል።				
11	ድርጅቱ በምርጫ ሂደት ከተመለሰው መካከል ለመምረጥ የጽሁፍ ፈተና ይጠቀማል።				
12	ድርጅቱ በምርጫ ሂደት ከተመለሰው መካከል ለመምረጥ ኢንተርቪው ይጠቀማል።				
13	በምርጫ ሂደት ጥቅም ላይ የሚውለው ዝርዝር መስፈርት ለእኔ ሰራተኞች በግልፅ ይገለጻል።				
14	በምርጫ ሂደት ለተወዳዳሪዎች የቃለ-መጠይቅ እና የጽሁፍ ፈተና አቀራረብ ምቹ ነው።				
15	እኔዎችን ለመምረጥ የሚሰጠው የጽሁፍ ፈተና ከስራ መደቡ ዝርዝር ተግባርና ሃላፊነት ጋር የተያያዘ ነው።				

ክፍል አራት፡ የሰው ሀይል ቅጥር ሂደት የሰራተኞች ምልመላና ምርጫ ትግበራ በተመለከተ የተዘጋጁ መጠይቆች

በድርጅትዎ የሰራተኛ የቅጥር ወቅት የሰራተኞች ምልመላና ምርጫ አሰራር በተመለከተ ከዚህ በታች የቀረቡትን ጥያቄዎች ይመልሱ።

1. በድርጅቱ በውስጥ በሚደረግ የሰራተኞች ምልመላ ሂደት ወቅት የሚያጋጥሙ ተግዳሮቶች ምንድን ናቸው?

2. ከድርጅቱ ውጪ በሚደረግ የሰራተኞች ምልመላ ሂደት ወቅት የሚያጋጥሙ ተግዳሮቶች ምንድን ናቸው?

3. በድርጅቱ ውስጥ ከተመለሰሉ እጩ ሰራተኞች መካከል በፈተና፣ ኢንተርቪው ወዘተ ለመምረጥ የሚያጋጥሙ ተግዳሮቶች ምንድን ናቸው?

4. ከድርጅቱ ውጭ ከተመለሰሉ እጩዎች መካከል በፈተና፣ ኢንተርቪው ወዘተ ሰራተኛ ለመምረጥ የሚያጋጥሙ ተግዳሮቶች ምንድን ናቸው?

ክፍል አምስት፡ የአስተዳደር አካላት እና የሰው ሃይል ሰራተኞች ቅጥር የምልመላና ምርጫ ላይ የቃለ መጠይቅ ጥያቄዎች

1. ድርጅቱ የሥራ መደብን ለመሙላት ምን ዓይነት የምልመላ ምንጭ ነው የሚመለከተው?
2. ድርጅቱ ለስራ በታ አመልካቾችን ለመሰብሰብ ብዙ ጊዜ ምን ይጠቀማል?
3. ድርጅቱ ግልጽ የሆነ የምልመላ እና ምርጫ ፖሊሲ እና አሰራር (እና ሂደት) አለው?
4. በምልመላ ሂደቶች ትግበራ ውስጥ ምን ችግሮች አሉ?
5. በምልመላ ሂደቶች ትግበራ ላይ ምን ውጫዊ ተግዳሮቶች አሉ?
6. በምርጫ ሂደቶች ውስጥ ምን ችግሮች አሉ?
7. በምርጫ ሂደቶች ትግበራ ውስጥ ምን ውጫዊ ተግዳሮቶች አሉ?