ST. MARY'S UNIVERSITY COLLEGE

**FACULTY OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT**

**ASSESSMENT OF RECRUITMENT AND SELECTION
PRACTICE: THE CASE OF DILLA TOWN
MUNICIPALITY**

BY:- TARIKU SINTAYEHU

ADVSOR:- YOHANNES CHANIE

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<u>Approval</u>

A senior Essay on Assessment of recruitment and selection practice on the case of Dilla municipality.

Prepared by

      Name ------------------------ Signature ------------------------- Date ----------------

Advisor

      Name ------------------------ Signature ------------------------- Date ----------------

Examiner

      Name ------------------------ Signature ------------------------- Date ----------------

<u>Acknowledgement</u>

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Abstract

The study was focuses on examine assessment of recruitment and selection practice in the case of Dilla municipality.

This study both primary and secondary data were used to identify the assessment of recruitment and selection practice.

The questionnaire was dominate data collection tool for study. There was adapted by simple random sampling techniques that was drown from Dilla municipality employees.

The major finding of the study were how to recruitment and selection practice takes place. When hired the organization to use properly fair recruit, good orientation and medical examination for new employees.

Finally the researcher was put possible recommendation for his finding.

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APPENDIX

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CHAPTER ONE

1. INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Human resources management (HRM) is concerned with the effective management of people and more will satisfy with employs work life. Human resources also name of the function in the organization with charge overall responsibility for implementing strategies and policies relating to management of individuals (P.G Againas 2006).

As now it is time of completion every organization tries to recruit and select effective employees to become successful.

Selection either internal or external is a deliberate effort of the organization to select fixed number of personal from a college number of applicants (Ibid). The origin of the function also in the organization introduced management parties and also through that adapt the principle of scientific management from these terms emerge a lamprey administrative process and becoming knowing in times as the persons function. HRM is concerned the people in management. Human resources are man important asset of on organization and this effective management is the very key to its success. HRM is concerned with integration- getting all the number of the organization involved and working together with a sense of common purpose. HPR is the function of performed in the organization that facilitates the most effective use of people achieve organizational and individual goals.

Organization can also the recruitment and selection process to attract the right people in the right place at the right time (Fish schoenfodt, 1996).

Recruitment and selection are two crucial steps in human resources process and after used interchangeably. There is however a fine distinction between the two steps. While recruitment refers to the process of identifying and encouraging. Prospective employees to apply for job. Selection is concerned with picking the right candidates from a pool of applicants. Recruitment is said to be positive in its approach as it seeks to attack as money candidates as possible. Selection on the other hand, is negative in its

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application in as much as it seeks to climate as many unqualified applicant as possible in order to identity the right candidate (Aswathoppa K-2005).

To established efficient recruitment function personal a managers and line managers must be dynamic and creative in finding screening and selecting the quality of personnel needed for both short and long. This show that produce effective and efficient staff personnel. The personnel manager must take care when they conduct recruitment and selection. Recruitment includes seeking and attracting a group of from which qualified candidates is for job vacancy can be chosen. Selection is the process of by which all enterprise choose from a group of applicants the person who meets the selection criteria for the position available (Gray Dessler-2006).

Selecting the right employee is important for three reasons

1. Your own performance always depends in part of your subordinates
2. Its costly to recruit and hire employees
3. The regal implication of in competent hiring (Ibid). We all agree that human are vital for any type of organization. This makes effective management of people to work. Organization requires human resources with necessary qualification, skill, ability, knowledge, work experience and attitude in order to carry out its activity effectively and efficiently.

The study assessed the existed facts of the institution to identity analyze and finally to recommend form the researcher point of view.

1.2 Statement of the problem

Recruitment and selection are the most important function in any organization. The existence of efficient and effective recruitment and selection process help for the great development and production of all organizations. The employment of unqualified persons can reduce the efficiency of the organization (H. John Bernardin, 2003).

An effective recruitment and selection process generate the best pool talent and helps employer find employees who will be good matches with the company also help to develops talent that already exists with the company. Poor recruitment and selection system can cost your company in more way than one more that just loosing money from lack of productivity. Hiring wrong people negatively affects many aspects of daily business productivity. There are many that bad hiring decisions can hurt company

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([WWW.ehow](). Com). Generally because this different recruitment and selection problems the researcher is interested to assess the recruitment and selection practice in Dilla town administration Municipality.

1.3 Research questions

This study attempts to address the following leading research questions.

➢ Who is responsible body to conduct recruitment and selection in Dilla town municipality?

➢ Is there recruitment and selection process?

➢ What recruitment methods are being used in the institution?

➢ What selection criteria are being used in the institution?

➢ When recruitment and selection are being used the institution?

1.4 Objective of the study

1.4.1 General objective

The general objective of the study is to assess the recruitment and selection practice in Dilla town municipality.

1.4.2 Specific Objectives

The specific objectives of the study are the following

➢ To know the responsibility body at the time of recruitment and selection.

➢ To assess how recruitment and selection takes place in Dilla town municipality.

➢ To find out selection problems associated with recruitment and selection.

➢ To what extent should recruiting be forced internally and externally.

➢ To give conclusion and recommendation based on to findings.

1.5 Significance of the study

The study is significant for:

➢ Create awareness on the parts of personal managers how carefully plan recruitment and selection is important to the organization.

➢ As a source document for the researcher who wants to make future study on the area.

➢ The study also helps researcher himself to have the same level of detailed knowledge on the area.

> ➤ It helps the institution to identify their strength and weakness due to the improvement of recruitment and selection process.

1.6 Methodology of the study

1.6.1 Research design and approach

This study was attempted to assess the recruitment and selection practice. It rely on quantitative and qualitative information. To analysis the practice of recruitment and selection of the institution under discussion used descriptive statistical analysis in this research.

1.6.2 Source of data and data collection

In order to find sufficient and relevant information about the topic, the researcher used both primary and secondary data.

1. Primary source of data: Were collected by using questionnaires and interviews. The type of question is both open and close ended. Interview was collect with human resources manager.

2. Secondary source of data: I collected form the administrative records, published documents, journals and reports.

1.6.3 Sample size and sample techniques

The target population of this study were officials and employees that work in Dilla town municipality. The total population or 102 workers used frame as target population of the study. For the purpose of conducting, the researcher selected 80 workers which are 78.4% of the total population. To collect data the simple random sampling is apply in order to avoid bias and give equal opportunities to each individual being selected.

1.6.4 Methods of data presentation an analysis

After the necessary data would be collected through primary and secondary data collection method it is interpreted by table and graph. Based on the analysis of the data, the study was provides the summery, conclusion and recommendation of the analysis.

1.7 Scope of the study

This study would be proposes to be undertaken in one town in SNNPR region. It also concentrates on the recruitment and selection practice in Dilla town municipality. The researcher can not include other intuition because of time and financial constraints.

1.8 organization of the paper

These papers have four chapters

Chapter one: Discuses introduction part, background of the study, statement of the problem, research question, objective of the study, significant of the study, methodology of the study, scope of the study, an organization of the paper.

Chapter two: was explain review literature

Chapter three: discuss data analysis and data interpretation and

Chapter four: discus conclusion and recommendation of the study.

CHAPTER TWO

2. Review of Related Literature

2.1 Recruitment

Recruitment is a process of attracting and finding capable applicants for employment. The process begins when new recruits sought and ends when their applications are submitted. The result is a poll of applicants from which new employees are selected (k. Aswathoppa 2005).

Recruitment is a process of generating a group of qualified applicants for organizational jobs. If the number of available candidates only equals the number of people to be hired, no real selection is required. The choice has already been made, the organization muse either leave some opening or take all candidates. Various employees have faced shortage of workers who have the appropriate knowledge. Skill and abilities (Mathis, 2008). Recruitment is a process of attracting individuals on a timely basic in sufficient number and with the appropriate qualification and encouraging them to apply for jobs with an organization.

According to Edwin B.Flippo recruitment is defined as it is a process of discovery the sources manpower to meet the requirement the staffing schedule and to employee effective measure for attracting that man power in adequate number to facilitate effective selection of an efficient work force. Also it is a process of searching for prospective employees and stimulating them to apply for job in the organization.

2.1.1 Purpose and importance

The general purpose of recruitment is to provide a pool of potentially qualified applicants or job candidate.

Specifically, the purposes are to:

➢ Determine the present and future requirements of the organization in conjunction with its personnel- planning and job-analysis activities.

➢ Increases the pool of job candidates at minimum cost.

➢ Help increase the success rate of the selection process by reducing the number visibly under qualified or over qualified job applicants.

- ➢ Help reduce the probability that job applicants, once recruited and select, will leave the organization only after a short period of time.
- ➢ Meeting the organizations legal and social obligations regarding the composition of its work force.
- ➢ Begin identifying and preparing potential job applicants who will be appropriate candidates.
- ➢ Increase organizational and individual effectiveness in the short term and long term.
- ➢ Evaluate the effectiveness of various recruiting techniques and sources for all types of job applicants (k Aswathoppa, 2005).

Recruitment represents the first contact that a company makes with potential employees. It is through recruitment that many individuals will come to know a company and eventually decide whether they wish to work for it. A well planned and well managed recruiting effort will result in high quality applicants, whereas a haphazard and piecemeal effort will result in mediocre ones. High-quality employees can not be selected when better candidates do not known of job openings ,are not interested in working for the company, and do not apply. The recruitment process should inform qualified individuals about employment opportunities create a positive image of the company, provide enough information about the jobs so that applicants can make comparisons with their qualifications and interests generate enthusiasm among the best candidates so that they will apply for the vacant positions.

Recruitment leads it self as a potential source of competitive advantage to a firm. An effective approach to recruitment can help to the company successfully compete for limited human resources. The firm must choose a recruiting approach that produces the best pool of candidates quickly and cost effectively.

A recruiting programme helps the firm in at least four ways:
- ➢ Attract highly qualified and competent people/
- ➢ Ensure that the selected candidates stay long with the company.
- ➢ Make sure that there is match between cast and benefit.
- ➢ Help the firm create more culturally diverse work-force.

The negative consequences of a poor recruitment process speaks volumes about its role in an organization. The failure to generate an adequate number of a reasonable qualified applicants can prove costly in several ways. It can greatly complicate the selection process and may result in lowering of selection standards. The poor quality of selection means extra cost on training and supervision. Furthermore, when recruitment fails to meet organizational needs for talent, atypical response it to rails entry-level pay scales. This can distort traditional wags and salary relation ship in the organizations, resulting in unavoidable consequences. Thus, the effectiveness of the recruitment process can play a major role in determine the resources that must be expended on other HR activities and their ultimate success.

2.3 Factors governing recruitment

Given its key role and external visibility, recruitment is naturally subject to influences of several factors. These include external and internal factors.

External factors		Internal factors
➢ Supply and demand ➢ Unemployment rate ➢ Labour market ➢ Political-social ➢ Sons of soil ➢ Image	Recruit ment	➢ Recruitment policy ➢ HRP ➢ Size of the firm ➢ Cost ➢ Growth and expansion
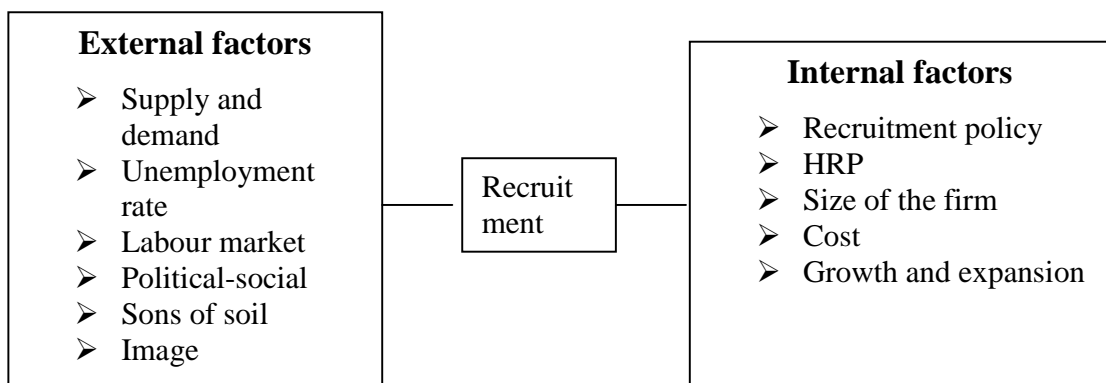
2.1.3 Recruitment process

As we stated earlier, recruitment refers to the process of identifying and attracting job seekers so as to build a pool of qualified job applicants. The process comprises five interrupted stages, vit: (i) planning, (ii) strategy development, (iii) searching. (iv) screening and (v) evaluation and control. The ideal recruitment programme is the one that attracts a relatively larger number of qualified applicants who will survive the screening process and accept positions with the organization, when offered. Recruitment can miss the ideal in many ways: by failing to attract an adequate applicant pool, by under lover selling the organization, or by in adequate screening applicants before they enter the selection process. Thus, to approach the ideas, individuals responsible for the recruitment

process must be know how many and what types of employees are needed, where and how to look for individuals with the appropriate qualifications and interests, what inducements to use /or avoids for various types of applicant groups, how to distinguish applicants who are unqualified from those who have a reasonable chance of success, and how to evaluate their work /Ibid).

2.4 Sources of recruitment

Basically, there are two sources of recruitment

1. Internal source and
2. external sources

2.4.1 Internal sources

Internal sources include personnel already on the pay-roll of an organization. Filling a vacancy from internal sources by promoting people has the advantage of increasing the general level of moral of existing employees and of providing to the company more reliable information about the candidate. Among the internal sources, the following may be included:

- ➢ promotions
- ➢ transfers and
- ➢ response of employees to a notified vacancy

Advantage of internal sources of recruitment

1. Absorbing people already acquired with the company culture
2. the employees are tried and tested people and the company can depend on them
3. it is useful signal to employees and a sources them that their services are recognized and it helps in maintaining their motivation and moral
4. it reduces labour turn over as it gives employees a sense of job security and opportunity for advancement.
5. The employees are fully acquainted with the organization hence, job training can be reduced.
6. Are less costly than the other source of recruitment.

Disadvantage of internal source of recruitment

It suffer from certain demerits such as:

1. It limits the choice to a few employees only
2. The likes and dislikes of the superiors pray an important role in the selection of an employee.
3. it creates frustration among those employees who are selected.

2.4.2 External sources

These source lie outside the organization. They may come through the following sources:

1. Advertisement-Advertising in newspaper, trade journals and magazines is the most frequently used method. A well designed advertising copy should contain the following four basic steps:

   ➢ Attracting attention
   ➢ Developing interest
   ➢ Arousing desire and
   ➢ Generating action. These four basic steps are together called AIDA formula.

There are three different types or methods of advertisement followed by organizations. They are:

1. Using post box number
2. engaging specialized agencies
3. direct advertisement

2. Employment exchange- bringing together as quickly as possible candidates searching for employment and employees looking for perspective employees.

3. Campus recruitment- sometimes, recruiter are sent to educational institutions.

4. Unsolicited applicants- some candidates send in their application with out any invitation from the organization.

5. Labour contractors- many organization employee labour contractors to hire workers. This method is usually resorted to when the work is of a temporary nature.

6. Field Trips- an interviewing team makes trips to towns and cities, which are known to contain the kinds of employees required.

Advantages of external source of recruitment

➢ Fresh talent and skill comes in to the organization

➢ New employees may try to change old habits

➢ New employees may be selected according to the term and conditions of the organization.

➢ Highly qualified and expedited employees may help the organization to come up with better performance.

➢ Has a wide range of candidates to choose them.

➢ Provide the requite type of personnel for the organization, having the required skill.

➢ Are economical because potential employees do not need extra traing for developing their skill.

Disadvantage of external sources of recruitment

➢ Reduce moral of employees because outsides are performed to fill up superior vacancies.

➢ Deny career advancement for employees

➢ The recruiter may not be in a position to properly evaluate outside candidates because the time at his disposal is very less.

➢ Outsiders are not fully acquainted with the policies and procedures of the organization. Therefore, they should be given training, which is quite expensive/GR Krish, PG Aquinas, 2004).

2.5 Who Does recruiting

In most large organizations, the human resource department is responsible for recruiting, this organizations normally have employment office with in human resource department. However, the recruiters and interviews in this department are to work with hiring department. These helps in accurately desstting what is needed for either in the external or internal sources. In smaller organizations multipurpose human resource manager person the reinserting along with their other duties or operating managers may take recruit and interview applicants. The recruiter is usually the first person from the organization that an applicant. However, some of roles under by operating and personnel or human resource managers with respect to recruiting goals, the personnel human

resource manager advise operating manager to set. On deciding source of recruiter and recruiting policies personnel /human resource management advice operating manager to do(Gluck and Invanceuich, 1989).

2.6 Recruitment Policy

A policy is standing plan, policies or directives provide continuous framework for executive actions on recruitment managerial problems. A policy assist decision making but deviations may be needed, as exceptions and under some extra-ordinary circumstances. Such a policy asserts the objectives of a recruitment and provides a framework of implementation of the recruitment programme in the form of procedures. The essentials of policy formulation may be listed as follows:

- ➢ A policy should be, positive and clear
- ➢ A policy should be translatable in to practice.
- ➢ A policy should be flexible and at the some time have a high degree of performance.
- ➢ Should be formulated to take care of all reasonable anticipated conditions.
- ➢ Founded up on facts and sound judgment
- ➢ Should be formulated to take care of all reasonable anticipated conditions.
- ➢ Founded up on facts and sound judgment
- ➢ A policy should be conform to economic principles, statutes and regulations.
- ➢ A policy should be a general statement of the establisher rule (G.R Krishan, P.G Aguincees, 2004).

2.7 Selection

Selection, either internal or external, is a deliberate effort of the organization to select a fixed number of personnel from a large number of applicants. The primary aim of employee selection is to choose those persons who are most likely to perform their job with maximum effectiveness and remain with the company. Thus, selection in process, attachments is made to find a suitable candidate for the job. In doing so, naturally many applicants are rejected. This makes selection a negative function. Selection involves three distinct but not mutually excusive stages. They are:

- o Recruitment
- o Selection and
- o Induction

Having identified the potential applicants, the next step is to evaluate their experience and qualification and make a selection. According to Yoder " the hiring process is of one or many go-no-go gavges. Candidates are screened. The applicants go on to the next hurdle, while unqualified candidates are eliminated." Great attention has to be paid to selection because it means establishing the best fit between job requirements on their other hand and candidates qualification on the other. There are several advantages of a proper selection procedure, as the employees are placed in the job for which they are best suited. They drive maximum job satisfaction, labour turnover is reduced and the over all efficiency of the concern is increased. Also a good relationship develops between the employer and his workers (P.G Aguincees, 2006).

Selection is a process of by which an organization chooses from a list of applicants the person who best meet the selection criteria for the position available, considering current environmental condition. Although this definition emphasizes the effectiveness of selection, decision about whom to hire must also be made efficient and with in the boundaries set forth in equal employment opportunity legislation. Thus there are actually multiple goals associated with an organizations selection process.

As a basic level, all selection programs to identify the applicants who have the highest chance of meeting or exceeding the organization standards of performance. In this case, however, performance does not refer simply to quantity of output. It can also involve other subjective, such as quality of out puts, absenteeism, theft, employee's satisfaction, and career development. Compounding the problem of developing on effective selection system is the fact that the goal is not always to find applicants who have the most of a given quality. Rather selection is the search for an optimal match between the job and the amount of any particular characteristics that an applicant may possess (Awathoppa K.2005).

2.7.1 Types of Induction

1. **General induction:** One an office of employment has been extended and accepted the final stage in procurement function is concluded. Indication is well coming process. The idea is welcome the candidates, make them feel at home in the chaning surrounded and to introduce them to the practice, polices and purpose of the organization. Induction leads to reduction of such anxieties.

2. **Specific induction**: At this stage induction is conducted by the foreman. Induction is specific and requires skill on the part of the foreman. A new employee must be proceeded operational knowledge that is specific to the position and location.

3. **Follow up induction**: is to find out whether the employee is reasonable satisfied with the job. It is usually conducted by the foreman or by specialist from the personnel department. Through guidance and counseling efforts usually follow up induction takes place after about one or two months from time of appointment to the follow up indication (P.G Aguenas, 2004).

2.7.2 Who makes selection decision

Any criteria used to selection should be reliable and valid.

Reliability: Related to selection techniques freedom from systematic error measurement, or it is consistency under condition its internally referenced. Reliable measure is one that consistence produces the same result after time practice. One way to assess reliable is to correlate the score of applicants given the same or similar test or interview on two different occasions (FVanceuich. 1989).

Validity refers to the extent to which a score is all accurate predict or success. It is externally. Validity also measures how new scores relate to other measures of behavior such as performance.

In employee testing there are two main ways to demonstrates validity.

A. **Criteria validity**: Demonstrating criteria validity basically involves demonstrating that those who do well on the test also do well on their job and that those who do poorly on the test do poorly on the job. Thus, the test has validity to the extent that the people with higher test score perform better on the job. The term criterion validity comes from that terminology.

B. Content validity: The content validity of the test by showing that the test constitutes their sample of the content of the job. The basic procedure here is to identify the content of the job in terms of job behaviors that are critical to its performance and then randomly select and include a sample of those tasks and behavior in the tests (Gray Dessler, 1994).

2.7.3 Steps in selection procedure and essentials

The selection places can be successful, if the following preliminaries are satisfied.

1. Same one house authority to select. This authority comes from the employment requisition, as developed by an analysis of work load and work force.

2. There must be some standard of personnel with which a prospective employee may be compared.

3. There must be sufficient member of applicants from whom the required member of employee may be selected (P Subba Rao VSP RAD, 1990).

There is selection process/ steps

1. Applicant banks: the sense of applicant back is highly structured interviews in which the questions are standardized and determined in advance. An applicant bank is traditionally wide accepted device for getting information from a prospective applicants.

Initial interview: those who selected fro interview on the basis of a particular furnished in the applicant bank are called for initial interview by the organization.

2. Checking reference: The reference proceeded by the applicant how to be checked. This is to find out from the past records of the candidates. Reference checking requires the some use of skill so required by the interview and diplomacy. The main difficulty is assessing the accuracy of information given. In opiate of its difficult, its necessary to verify the information.

3. Physical and medical examination: Quite often the candidates and the told to get medical examined before reporting for duty.

4. Final interview and induction: After the candidate is finally selected the management will have to see the job to him. Normally this information is given to the candidates at the time of the final selection interview. The interviewer can describe the company and policies, the duties and responsibilities of the applicants as well as the opportunities available to him for future promotion, the interviewer should be in fact high light the valuable aspects of the job.

5. Employment test: For farther assessment of candidates nature and abilities, some test are used in the selection procedure. Testing is important stage in selection process. Tests are tools in evaluation the capabilities of an applicant to a position.

6. Interview: After putting the candidates to various type of tests, all these passing out of the test are finally to be called for interview. Interviews are conducted to test the capabilities of the candidates to occupy a particular post. It determines his knowledge, experience, skill, inelegancy, general perception, mental and psychological reflexes, capability to perceive thing quickly and capabilities take quick and immediate decision (GR.Krishana, PG Aguinos, 2004).

According to scott "An interview is a purpose full exchange of ideas, the answering of questions and communications between two or more persons.

According to Biowanth Ghash "The interview is face to face oral observation and personnel appraisal method of evaluating the applicants. There are different types of interview:

➢ Preliminary interview
➢ Extensive interview
➢ Stress interview
➢ Discussion interview
➢ Structured interview
➢ Non structured interview
➢ Group interview
➢ Final interview

2.7.4 Factors affecting recruitment and selection

It is common that many organization face problem in implementation of objects of recruitment and selection.

Those who take the recruiting factors approach hold that candidates do not usually acquire enough knowledge and either organizations of job to make rational decision between job offers. This lave of discrimination information cause job seekers partially in experienced ones, to conddually influenced by recruiting factors such as the interest and concern the recruiter behaviors that show or smoothness which the recruiter hand has paper work (Fisher shoenfeldt, 1996).

Recruitment and selection are affected by:

1. **Organizational polices:**
   ✓ In adequate salaries and wage indicate by organizational policies
   ✓ Promotion from within policies that establish on to give the current workers.

2. Environment condition

- ✓ The unemployment rate, the pace of the economy sport shortage in space projection of the labor force, labour loss and the recruiting activities of other of these affects the recruiters effort.

3. Costs

- ✓ The cost associated with periodic recruitment can be quite excessive partly because of candidates that are produced.

4. Job requirement

- ✓ Each job has specific requirement. Anyone who capable meeting those requirements becomes effective job performance. These requirements are in the form of various technical skills, while job require high level of specific technical skill like job management executives.

In these case, factors that affect recruitment and selection as follows:

- ✓ Availability of employee in the labour market interview
- ✓ Selection errors either in testing or interview
- ✓ Law selection ratio that small number of applicants
- ✓ Personal judgment
- ✓ In ability to predict technical growth that results in employees instability
- ✓ Affirmative action such as a giving priority to minority either group, women and disabled employees.

5. Recruiters habits

- ✓ A recruiters past success can lead to habit. Admitted habits can be eliminate cramming deliberation, that reach the some answers, such as, dishonesty nature, being biased, mistakes failure to known the work nature etc.

6. Affirmative actions

- ✓ Is one aspect of the federal government its effort to ensure equal employment opportunity. The proposed affirmative action program is to promote rairness and address the effort of past discrimination in employment by encouraging targeted outreach efforts to attract underutilized minorities and women.
- ✓

CHAPTER- THREE

3. Data presentation Analysis and Interpretation

This chapter deals about presentation, analysis and interpretation of the data on the questionnaires answered by employees and interview answered by head office of HR manager to get the necessary information ,the questionnaires were distribute to 80 respondents from the total population of the organization.

3.1 General information analysis

Table- 1

No	Item	Respondents	
	Sex	**N<u>o</u>**	**%**
1	Male	60	75
	Female	20	25
	Total	80	100
2	Age		
.	Below 20 year	0	0
	20-30 years	54	67.5
	30-40 years	14	17.5
	40-50 years	8	10
	50 year above	4	5
	Total	80	100
3	Education qualification		
	Below grade 12	0	0
	Grade 12 completed	0	0
	College diploma	13	16.25
	1st degree	53	66.25
	Above 1st degree	14	17.5
	Total	80	100

Source: own questionnaires 2013

As shown item one (1) of table 1 out of 80 respondents 60 (75%) of them were male, while the rest 20 (25%) of them were females. This clearly indicates that the sampled, in Dilla municipality the number of males are greater than females.

Regarding item (2) of the table 1, 54(25%), 54(27.5%), 8(10%), 4(5%) of the respondents were in age of group of 20-30, 30-40, 40-50 years and above 50 years respectively. This implies that the amounts most respondents are at the age of adolescence and productivity. So it use their more efficiently and effectively.

As educational qualification of respondents as shown in item 3 of table 1 13(16.25%), 53(66.25%), 14(17.5%) of them are diploma graduate, 1st degree holder and above 1st degree holders respectively.

From these we can concluded that the majority of the respondents are 1st degree holder. So this is better to the organization to improve competitive advantage and develop in research and development.

3.2 Analysis of specific information

Table 2 attitude of applicants

No	Item	N<u>o</u>	%
4	The attitude that you hade before you entered the organization		
	Good	70	87.5
	Bad	10	12.5
	Neutral	0	-
	Total	**80**	**100**

Source: own questionnaires 2013

As show table-2. out of 80 respondents 70(87.5%) of them were had good attitudes when before they enter in the organization but 10(12.5%) of respondents respond that they have bad and no any that give respond neutrally. This implies that majority of respondents have good attitude before they enter in to the organization.

Table-3 factors and method of acquiring current of employee in the organization

No	Item	N<u>o</u>	%
5	Did you relative help in acquiring the current position		
	Yes	15	18.75
	No	60	75
	No response	5	6.75
	Total	**80**	**100**
6	Have got the current position through		
	Promotion	40	50
	Transfer	23	28.75
	Others	17	21.25
	Total	**80**	**100**

Source: own questionnaire 2013

In table 3- item 5 from 80 respondents 15 (18.75%) of them says that yes means. They get helping to acquire the current position in the organization and 60(75%) of respondents respond that they are not petting helping from other in order to get the current position and the remaining 5(6.25%) of the respondents are not response. From this we can understand that majority of the respondents are response that no.

In item-6 of table-3 out of 80 respondents 40 (50%) of them are getting the current position by promotion and 23(28.75%) of them are says that getting the current position by transfer and the remaining 17(12.25%) say by other method. Generally as were understand from this table majority of respondents are getting the current position by promotion. This implies that the organization had high promotion.

Table-4 source of vacant position in the organization

No	Item	N<u>o</u>	%
7	Where there vacant position the organization gives priority		
	Internal applicant	50	62.5
	External applicant	15	18.75
	Equal both	15	18.75
	No response	-	-
	Total	**80**	**100**

Source own questionnaires 2013

As shown from table-4, out of 80 respondents 50(62.5%) of them respond that the organization give vacant position highest priority to internal applicants and 15(18.75%) of them respond that give priority to external applicants. The remaining 15(18.75%) of the respondents respond that the organization give equal priority to both internal and external applicants.

This implies that majority of the respondents respond that the organization give priority to internal applicants. This is not respond because, if the organization give priority to internal applicants. This is not respond because, if the organization give priority to internal applicants this lead to the organization not get further experience from outside source.

Table-5 Types of Employment testar

No	Item	N<u>o</u>	%
8	Types of employment test given you is		
	Written	60	75
	Interview	20	25
	Medical examination	-	-
	Other	-	-
	Total	**80**	**100**

Source: own questionnaires 2013

In the table-5 out of 80 respondents 60(75%) of them respond that the type of employment test the organization give is in written test and the remaining 20(25%) of them says the organization give types of employment test by interview and on any respondent give response to medical examination and others. This implies that the most respondents get types of employment test by written test.

Table-6 Recruitment and selection techniques used

No	Item	N<u>o</u>	%
	Interview result	10	12.5
	Experience	20	25
	Education level	30	37.5
9	Written examination	20	25
	Total	**80**	**100**

Source own questionnaires 2013

Table-6 indicates that 20(25%) of the respondents said that during the selection process given more weight for experience. 10(12.5%) interview result, 30(37.5%) of educational level and 20(25%) of written examination. From these data we can concluded that Dilla municipality gives more weight for educational level during selection and recruitment practice.

Table-7 use of applicant blank

No	Item	N<u>o</u>	%
	All the time of employment did you fill applicant blank		
	Yes	40	50
10	No	40	50
	Total	**80**	**100**

Source own questionnaires 2013

We can see from the table-7 indicates 40(50%) of respondents said that orientation was given and 40(50%) of respondents said that orientation was not given. This implies that orientation was given in partially.

Table-8 recruitment practice taken during applicants problem or not

No	Item	N<u>o</u>	%
11	Did you believe un fair practice is taken during recruitment among applicants?		
	Yes	55	68.75
	No	25	31.25
	Total	**80**	**100**

Source: own questionnaires 2013

As it shown in the table-8 55(68.75) of respondents said that unfair practice is taken during recruitment among applicants. 25(31.25%) of respondents said that unfair practices is not taken during recruitment among applicants. According to analysis mostly unfair practice is taken during recruitment among applicants.

Table 9- characteristics of interviewer

No	Item	N<u>o</u>	%
12	Characteristics of interviewer during interview		
	Friendly manner	33	41.25
	Enough time	15	18.75
	Well prepared	24	30
	There was interruption	8	10
	Total	**80**	**100**
13	If you took written examination the condition of examination		
	Enough time	38	47.5
	Good environment	19	23.71
	Question were clear	15	18.75
	No response	8	10
	Total	**80**	**100**

Source: own questionnaires 2013

The above table 9 indicates 33 (41.25%) respondents said that characteristics of interviewer during interview is friendly manner. 15(18.75%) of respondent interviewer during interview is gets enough time, 24(30%) of said is well prepared and the remaining 8(10%) of respondents said that characteristics of interviewer during interview there was interruption.

According to the table -9 item-13 indicates the following about their written examination. 38(47.5%) of respondents said that enough time were given, 19(23.75%) of said that there was good environment, 15(18.75%) of respondents said that the questions were very clear and the remaining 8(10%) of respondents aid that no response. As finding implies that the institution gives enough time for the employees written examination.

Table-10 techniques of addressing employment decision

No	Item	N<u>o</u>	%
14	The organization addressed the employee decision to you through		
	Telephone	30	37.5
	Letter	10	12.5
	By going the organization personally	40	50
	Total	**80**	**100**

Source own questionnaires 2013

As show in table-10 indicates 30(37.5%) of respondents said that the organization addressed employee decision through telephone, 10(12.5%) of respondents said that the organization addressed employee decision through letter, and the remaining 40(50%) of the respondents said that the organization addressed employee decision through by going to the organization personally. Generally, from this table the researcher concluded that the organization addressed the employee decision through telephone and by going the organization personally.

Table-11 orientation given to the employees at the time of employment

No	Item	N<u>o</u>	%
15	Was the orientation give to about the organization at the time of employee		
	Yes	35	43.75
	No	45	56.25
	Total	**80**	**100**

Source own questionnaires 2013

Table-11 indicates 35(43.75%) of respondents said yes and the remaining 45(56.25%) of respondents said no. From this we can concluded that the majority of respondents were not given orientation at the time of employment.

Table- 12 responsible body to conduct recruitment and selection of employees

No	Item	N<u>o</u>	%
16	Is there a responsible body		
	Yes	80	100
	No	-	-
	Total	**80**	**100**
17	Who is responsible body		
	Human resource manager	70	87.5
	Others	10	12.5
	Total	**80**	**100**

Source own questionnaires 2013

As show table-12 indicates that all the respondents that the responsible body to conduct recruitment and selection of employees is have this organizations.

The responsible body of this organization is human resource manager according to the respondents.

Table- 13 the time that recruitment and selection used by institution

No	Item	N<u>o</u>	%
18	When recruitment and selection are being used by the institution		
	At the being of the year	60	75
	At the end of the year	5	6.25
	At the middle of the year	15	18.75
	Total	**80**	**100**

Source own questionnaires 2013

Table-13 indicates that 60(75%) of the respondents said that recruitment and selection are being used the institution at the being of the year. 15(18.75) said at the middle and the remaining 5(6.25%) at the end. In general, most of the time recruitment and selection being used by the institution is at the beginning the year.

Table -14 methods of recruitment

No	Item	N<u>o</u>	%
19	What types of method of recruitment used by the institution?		
	Promotion	60	75
	Transfer	20	25
	Other	-	-
	Total	**80**	**100**

Source own questionnaires 2013

Table-14 indicates that the respondents respond as follows to about the recruitment method being used by Dilla municipality, 60(75%) said promotion and 20(25%) of respondents say transfer. As were can understand from this uses promotion method for recruitment.

Table-15 recruitment and selection practice

No	Item	N<u>o</u>	%
20	Is Dilla municipality use properly recruitment and selection practice?		
	Yes	65	81.25
	No	15	18.75
	Total	**80**	**100**

Source: own questionnaires

Table- 15 indicates that 65(81.25%) of the respondent of the organization use properly recruitment and selection practice, and 15 (18.75) there is no. This implies that most of the time there is proper use of in recruitment and selection practice in Dilla municipality.

3.3 Analysis of Interview Question

Question-1 Selection criteria of institution

Answer: the institution uses different kinds of selection criteria in order to pick the right person for the right job. The selection criteria uses by the institution is described as:

If there are two or more than two candidates for the post announced, they will be screened using the following criteria. But, if the candidates who fulfills the criterion is only one he/she will directly be recruited. The recruiting committee used examination for the competition. The examination is out of 100%. But for the vacant positions at that of typist, driver, technician, audio usual workers, the following will be considered.

A. for position that need practical examination

- ➢ Practical test 50%
- ➢ Written exam 40%
- ➢ Interview 10%

Those who take the practical test are only those who are chosen by the result they get in written examination maximum the best 5 will be chosen from those who took the written exam for practical examination.

B. For position do not need practical test

- ➢ Written 90%
- ➢ Interview 10%

C. Just to encourage women, 3% additional mark is given to female candidates whether the position need practical exam or not.

D. The person who were finally selected should get at least 50% internal recruitment evaluation criteria.

- ➢ Education 35%
- ➢ Experience 30%
- ➢ Efficiency performance 25%
- ➢ Quality of personal life 10%

Question 2. by what means advertise the institution to inform vacancy announcement of recruitment?

Answer: For recruitment, the institution announce by take the following means:

- ➢ Notice board
- ➢ News paper advertisement
- ➢ Internet advertisement

Question: 3. to what extent the institution recruit based on the experience and educational qualification?

Answer- based on required skill

Question-4 Do you think the current recruitment and selection process help to acquire effective employee? By what system do you cheek the selection employees are effective?

Answer: The current recruitment and selection process which is the institution follow is help to acquire effective employee. And by fining them letter of probation employment for 45 days the institution cheek whether the selected person is efficient or not.

Recruitment process of the institution

1. First identify needs to be filled with the appropriate manpower (vacant position).

2. Human administration shall present the proposal to the branch management committee for decision so as to fill the position with manpower. When the requisition is

presented to the general manager, he decide by clearly identifying either position has to filled at manpower or has to wait vacant for the time being.

3. Vacant announcement- the vacant position has to be filled by new employee, the recruiting committee is collaborate with the HR development and administration department shall advertise in time the vacant position by taking the following points in to account as contents of the announcement

➢ Name and address of institution

➢ Title of the vacant position

➢ The minimum appropriate skill or qualification the position requires

➢ The special nature of work the position requires as necessary quantity (number of worker required).

➢ Place of work

➢ Sex

➢ The period during which applicants should submit application

➢ Place to submit application, office number, date and hour

➢ The document that applicant should present.

➢ Whether the applicant are required to bring guarantors if they succeed in winning the competition.

➢ The way how should apply for post announced

4. Perform registration

5. Proper selection criteria (examinations).

6. The committee assure whether the candidate who win the competition that certifies the required qualification of the position as per the announcement.

7. The copy of decision the state the candidate, who win the competition has to be recruited reaches the human resource development and will also give employment letter to the winner.

8. A period who wins the completion will be five a better of probation employment for 45 days. At the time when they are in probation employment, if they are performing well, the institution give permanent employment later.

CHAPTER- FOUR

4. Conclusion and Recommendation

This chapter contains two parts, conclusion and recommendation. That are provided on the results finding from the respondents through questionnaire and interview.

4.1 Conclusion

Efficiency and effectiveness of recruitment and selection are a major element of all organization.

Major findings

> Majority of respondents are male
> Majority of respondents are young
> According to the finding majority of sample respondents are/were degree graduated.
> Majority of respondents have good attitude towards the organization.
> According to finding the organization gives priority to internal applicants. That is no recognized because if the organization gives priority to internal applicants this leads to the organization not get further experience from outside source.
> The organization gives weight for educational level during recruitment and selection practice.
> The institution give orientation in particular.
> As finding implies that mostly unfair practice is taken during recruitment among applicants.
> The researcher can understand from the finding the organization addressed the employee decision through telephone or by going to the organization personally.
> The organization were not give orientation at the time of employee. In general most of the time recruitment and selection practice are being used by institution at the beginning of the year.

4.2 Recommendation

➢ According to qualification as it can be seen from table 3.1 first degree and above holders are very few, so Dilla municipality should have design and provide education opportunity for diploma and first degree holder employees.

➢ The other problem of Dilla municipality is recruitment practice taken during applicants blank were not fair hire the employees.

Therefore, the top level managers or recruiters should have to take design and provide fair recruitment practice. Because, the fair recruitment practice is very purpose full for the organization development.

➢ Dilla municipality must have to give medical examination for employees

➢ The top level manager or recruiters must give sufficient or enough orientation to new employees.

➢ Generally, Dilla municipality should work more to avoid the aforementioned problems of the recruitment and selection practice.