

# Assessment of Requirement and Selection Practice in Case of Legambo Woreda Civil Service Office

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**Abstract:** An employment test is a mechanism that attempts to measure certain characteristics of individuals, such as manual, dexterity, qualifications and potential for success. The testing applicants offers some advantages: test results seem to be objective, free from personal bias; and they are usually expressed numerically, so that they lend them to statistical analysis and thus can be validated. However there is also disadvantage, selection test may accurately predict an applicant's ability to perform the job, be less successful in indicating the extent to which he individual will want to perform it.

**Keywords:** Assessment, Civil Service, Selection

## 1.1 Back ground Of the study

Human resources are the most important asset of the organization. The success and failure of an organization is largely dependent on the caliber of people working there in. Without positive and creative contribution from people, the organization cannot be progress and prosper. In order to achieve the goal and perform activities of an organization we need to recruit people with requisite skill, qualification, and experience (A. Wilkinson and T. Redman, 2008)

The role of human resource recruitment is to build supply of potential new hires that the organization can draw if need arises. In human resource management, recruiting consists of any practice or activities carried on by the organization with the primary purpose of identifying and attracting potential employees (Noe, Hollenbeck, 2008).

External recruitment to more senior position should tightly control. It will always be necessary to bring in some people to specialist position where number within company are small and career opportunities limited. For other management position, there is a value in bringing a new blood occasionally. It prevents organization from becoming stagnant and injects ideas or fresh ways of looking at subject (VSPRao, 2005).

The quality of organizations employees, their enthusiasm and satisfaction with their jobs and their sense of fair treatment all have significant impact on the firms productivity, level of customer service, reputation and survival. In short, people make the difference in a competitive business environment. Because human resources are critical in every component of the organization, managing human resource effectively is the responsibility of every manger in functional area. (A. Wilkinson and T. Redman, 2008)

“The staffing of an organization involves the process of analyzing present and future need for human resource and obtaining personnel to meet these needs. Effective staffing furthermore, includes the developing and maintaining of adequate sources of human resources from which applicants, may be recruited and selected.” [Chruden, 1976-98]

The staffing process-putting the right people in the right time is one of the most critical tasks any organization faces. The

quality of work performed can be only as high as the capabilities of the people performing it (A. Wilkinson and T. Redman, 2008).

Generally, recruitment and selection of human resource is a common practice be in old or in newly established organization. The differently involved in attracting qualified applicants, selecting those who best fit for the vacancy position and socializing them in the organization will be dealt in this study (VSPRao, 2005).

It is common practice to feel vacant position by recruiting potential applicants from different sources, although the practice of one organization differ from other organizations, this is due to different in the activities, missions, objectives and others(Noe, Hollenbeck, 2008)

## 1.2 Background of the organization

Legambo woreda the organization structuralized many different sectors and work process. It's have owned the human resource development sector which is lead and follow the civil servant. Also this sector based on country & regional civil servant proclamation recruitment and selection the new employees will be joined the organization.

### **Mission**

According to designed by the high government police & strategy will be solved the lack of good governess& lack of development utilized the community good governess & development.

### **Vission**

In 2019 will be seen all sectors developed capacity buildings in all ways effectively utilized the woreda community.

## 1.3 Statement of the problem

Recruitment is one area in human resource management practice in which line and staff cooperation is essential. Human resource specialists who recruit and does the initial screening for the vacant job is the seldom one responsible for supervising its performance (Gary Dessler, 1994).

Selection is the process of choosing specific person to perform a given job from among group of potential employee's manager looks at the applicants' past

performance records and selects the one whose abilities, experience and personality most nearly conform to the job requirement. Past performance is the best indicator of future performance (Mosely, Reitri and Messinson, 1995)

Recruitment, selection and placement are key functions within any organization. The aim should be to ensure that the organization recruits and retains staffs that possess the necessary skills, aptitudes and adaptability to enable the organization to meet its objectives. (Mosly, pietri and Megginson 1995) p. 301

Most previous researches on this matter did not try to assess challenges of requirement and selection employee in the organization. For instance KASSIM (2013) and ABDULKH MEHBUB (2011) which is related to this title it does not analyze and interpret the challenges of requirement and selection of employee in the organization. Such as have not found qualified employees, bias of organization require and it is not focus on organizations require attitude and also it does not show the procedures and policies briefly

The focus of this study is relies on the challenges of requirement and selection of employee inlegambo wereda civil services offices.

Due to these facts the following issues address in this study.

- Does the office has recruitment and selection policies which are parallel to organizational objectives?
- What are the major problems related to the activities of recruitment and selection?
- Do the methods of recruitment and selection under taken by the office attract the desired candidates?

## 1.4 Objective of the study

### 1.4.1. General objective

The general objective of this study was assessment on recruitment and selection practice, in case of Legambo woreda civil service.

### 1.4.2. Specific objectives

The specific objective of this study were

- To identify whether the recruitment and selection policy of the organization fulfill the basic needs to find out the right man for right job.
- To identify problems faced those are related to recruitment and selection within the administration.
- To determine recruitment and selection practice in the office.

## 1.5 Scope and limitation of the study

The study was determine the general requirement and selection practice of Legambo woreda civil service office. the researcher concentrate to how human resource development affect by requirement and selection practice in order to measure of changes in the skill and ability of employees in order to achieve organizational goals through optimum use of man power. Human resource requirement

and selection practice is absolutely essential any organization, this is the reason why the researcher want limit in requirement and selection practice.

The study is investigated only on Legambo woreda civil service office, this is because of the researcher faced the shortage of money, time and work experience on conducting this research.

## 1.6 Significance of the study

The study was enhance the image of the administration with potential recruits, this is to say if the result suggest that the administration is practicing a good policy of recruiting and selecting of employees. Potential recruits who do have the access to the research paper, will be attracted to the administration, even to the extent of sending self-solicited application form.

This topic has been chosen to point out that recruitment and selection procedures are important aspects of organizations that will determine their survival in dynamic and competitive environment.

So the study serve as a reference material for other researchers who are interested in the topic of the investigation in more detailed and in a more organized way. In addition to this the study also used to develop the research experience of the writer in areas such as a research techniques and reporting methods.

It is hoped that this research proposals conclusion and recommendation will be given due consideration by the organization and others on the same line of business and help organizations in realizing the problems relating to these three activities.

Moreover, through the investigation of recruiting and selecting policies and procedures, the finding will enable the administration officials to understand more about the current and anticipated forces that are likely to affect not only recruitment and selection activities of the administration but also the operation of the administration as a whole.

## 1.7. Ethical consideration

. Confidentiality of the information was maintained throughout the research process by excluding the name as identification in the questioner and keeping their privacy

## 1.8. Organization of the paper

This paper is organized in to five chapters. chapter one contain introduction part that include background of study and organization, statement of problem, objective of the study, significance of the study, scope and limitation of the study and chapter two contain review of related literatures and chapter three is a part which describes the methodology used while preparing this paper and chapter four is about presentation, analysis, and interpretation of data collected finally, chapter five deals with conclusions and recommendation of the study.

## Review of Related literature

“Human resource planning is the process of analyzing and identifying the need for and availability of human resource so that the organization can meet its objective” [Robert L. Mathis and John H. Jack son; 1997: P.38].

Human resource planning is a highly complex area of work and requires specialized skills. However, it is linked very closely to the supply and demand of labor with the purpose

of bringing about an equilibrium of man power within an organization. Because of its very complexity, organization’s especially large ones tend to have specialist man power analysts on the staff who are able to deal with such complexities.

The approach to man power planning needs to be flexible so that plans can be developed as time and situation dictate. This requires analytical and diagnostic skills from the planner who attempt traditionally to seek to calculate man power needs in the short, medium and long term.

“The responsibility of recruitment, selection and placement, as in all good human resource practices, is shared between line management and the personnel function. The personnel department should be competent to advice on the best and most modern techniques and practices, and to provide a professional support and monitoring service, while line management must be involved in the final decisions as to who does or does not work in their departments.” [Cowling and Mailer; 1992: P-41].

According to John M. Ivancevich and William F. Glueck (1989; P-186) the major human resource activities are:-

- Human resource planning
- Equal employment opportunity
- Job analysis
- The staffing process (Recruitment, selection and placement)
- Performance evaluation
- Training and development
  - Career planning and development
  - Compensation
  - Benefits and services
  - Safety and health

## 2.2 The Historical Importance of Recruitment and Selection

Unlike many other topics in the human resource Management are number of studies and considerable bodies of knowledge of recruitment and selection, Review of the better known classic studies can help set the stage for traditional and modern thrones of recruitment, selection and placement. [John M.Ivancevich and William F.Glueck 1989; P186]

The staffing process putting the right people in the right position at right time is one of the most critical tasks any organization faces. The quality of the work per formed can be only as high as the capabilities of the people performing

it. The Three initial stages in the staffing process of an organization are recruitment, selection and placemat.

### 2.2.1. Recruitment

“Recruitment is the first in the hiring process. The goal is to attract qualified people whose skills and experience meet the demands of the job you want to fill. Once you have an initial pool of qualified people, you can use interviewing and references to screen for other desirable qualities. It is the process of finding and attracting capable applicant for employment. The process begins with new employees are sought and ends when their applications are submitted. The result is a pool of applicants from which new employees are selected.” [werther Davis; P-195].

Different authors have defined the term recruitment at different manners, but the essence of their general understanding is the same. It is the process to obtain employees who have the abilities and attitude desired by the organization. To obtain these employees the organization focused on finding skilled man power, because the success and failure of the organization depends on its work force. Among any other resources human resource is the most important and determinant resource an organization has. In support of this M.Stewart (1987:P-171) stated.

“People are major resources common to all organizations. Money is the other and you need the people to obtain and use money properly even in a non profit making environment.”

Thus obtaining the right people at the right time, in the right place from the right source is implicitly getting money and using it properly.

### 2.2.2. Sources of Recruitment

Both pros and cons are associated with promoting from within (internal source for recruitment) and hiring from outside the organization (external recruitment) to fill openings Promotion from within generally is thought to be a positive force in rewarding good work, and some organizations use it well indeed. However if followed exclusively it has the major disadvantage of perpetuating old ways of operating. In addition there are equal employment concerns with using internal recruiting if protected class members are not represented adequately in the organization. Recruiting externally can infuse the organization with new ideas. But recruiting from outside the organization for any but entry-level positions presents the problem of adjustment time for the new persons.

Most organizations combine the use of internal and external methods. Organizations that operate in a rapidly changing environment and competitive conditions may need to place a heavier emphasis on external sources as well as developing internal sources. However, for those organizations existing in environments that change slowly, promotion from within may be more suitable.

In support of Cowling and Mailer [1992: P42] vacancies usually arise because of the departure of existing employees (Labour turn over), but may also come about because a new position has been created. In either cases it is important to

check whether internal organization or temporary staff can make recruitment superfluous.

“Once the organization has decided to recruit additional employees, it is faced with two recruiting decision: when to search (sources) and how to notify applicants of the positions. Two sources of applicants could be used. Internal (present employees) and external (those not presently affiliated with the organization). M.Ivancevich and Glueck; 1989.

### 2.2.3. Internal sources

“Search for suitable candidates to fill a confirmed vacancy should begin within the organization. This practice is good for moral, assures employees of avenues for promotion, and ensures that existing talent is not over looked.” [Cowling and Mailer; 1992.

According to Anthony, Perrew and Kacmar [1993; p-276] finding qualified applicants in the organization is the main goal of the internal recruiting effort, there are several methods for locating these applicants. Among the most common are job posting referrals and skill inventories.

#### Job Posting

It involves announcing job penning to all current employees. Bulletin board notices or printed bulletins can be used for this purpose. The announcement carry information about the nature of the position and the qualification needed, and any employee who is interested may bid on the job that is, enter the completion for it. Job posting can help to ensure the minority workers and other disadvantaged groups become aware of opportunities to move up in the organization.

#### Employee Referrals

A reliable source of people to fill vacancies is composed of friends and /or family members of current employees. Employees can acquaint potential applicants with the advantages of a job with the company furnish letters of introduction, and encourage them to apply. These are external applicants coming from an internal information source.

Utilizing this source is usually one of the most effective methods of recruiting because many qualified people can be reached at low cost. In an organization with numerous employees, this approach can develop quite large pool of potential employees.

Another way to find applicants with in the organization is through employee by other departments. Informal communications among managers can lead to the discovery that the best candidate for the job is at a different section of the firm. An excellent source of information is the current employee who may know someone who would be qualified and interested in the open position. The source of information is very low cost, yet can yield a number of good prospects. Employees usually have a clear understanding of what the job entails and what type of person would fit with the organization.

#### Skill Inventories

Many firms have developed skill inventories of their employees. Information on every employee’s skills, educational background, work history, and other important factors is stored in a data base which can then be used to identify employees with in the attributes needed for a particular job.

#### Advantages and Disadvantages of Internal Source

##### Advantages

1. A present employee is more likely to stay with the company than an external candidate.
2. Better motivation of employees because their capabilities are considered and opportunities offered for promotion. Internal recruitment is quicker and cheaper (cost effective option) than the external)

##### Disadvantages

1. Poor attitude among those employees not selected.
2. It will create a gap in the department from where the employee is taken.
3. Political fighting and create hostile environment.

### 2.2.4. External Sources

Many vacancies are filled from external sources; even when an internal candidate is transferred or promoted the final result is usually a vacancy elsewhere in the company which has to be filled from outside. In support of Graham and Bennet (1992; P-189) external recruitment can be time consuming, expensive and uncertain though it is possible to reduce those disadvantages to some extent by fore thought and planning. The main external sources are employment agencies, advertisement, and campus recruitment world of mouth, trade unions, Raiding, employee referrals, box number, Labour union, professional associations, government agencies and customers.

Having more applicants is also a problem to identify the required individuals. Therefore the man power supply plan needs to contain a comprehensive summary of the market situation and the way it is likely to develop. Often an organization must take a more active and sound recruitment role. Some of the mean of finding suitable candidates according to Graham and Bennet [1992:P.173-211] are school and college recruiting, advertising employee exchange, employment agencies, unsolicited applicants or walk-ins or write-ins.

#### 1. School and college recruiting:-

For some organization he major sources of recruit will be universities and training institution as well as schools. Recruiting at high school or vocational schools is often the strategic approach adopted by organizations with position openings at the entry level or in internal training programs. Recruiting at the college level serves as a major source for acquiring managerial, professional and technical skills.

#### 2. Advertising

News papers, magazines, television and other print and broad cast media provide an excellent source for recruitment of employees. The main advantage if media advertising is that it reaches large number of people. Its disadvantage is

that it cannot be narrowly focused, thus a large number of unqualified candidates will be attracted.

### 3. Employee exchange

Serves as an intermediary between the job seekers and employers. It is important for employers to find suitable workers without much expense and the job seeker find the job easily.

### 4. Employment agencies

There could be public or private employment agencies. These agencies have information on job seekers in terms of qualifications, skills, interests, etc and can be a good source of employment by organizations. Public agencies are a major source of blue-collar and white-collar works while private agencies are important sources of clerical, white collar and managerial personnel. The main disadvantage of using such agencies seem to come from the fact that unemployment is still seen by many employing managers as a social stigma and indicative of poor work records.

### 5. Unsolicited Applicants:-

Un solicited applicants whether they reach the employer by letter, telephone, or in person, can be a source of prospective applicants. Such applicants are kept in file if there are no particular openings at that time. Qualification of un solicited applicants is dependent on economic conditions, the organization images, and the job seeker's perception of the types of jobs available. Most of the time unsolicited applicants will have to be told that no appropriate positions are currently available. By the time the position does become open, the applicant may have accepted work elsewhere. Nevertheless carelessness in the handling unsolicited applications can cost a firm some valuable employees, and a cold or haughty attitude in the personnel department. Can have a chilling effect on public attitudes toward the organization.

#### Advantage and disadvantage of external sources

##### Advantages

- a. large group of people to select from infusion of competitors, ideas, secrets.
- b. A new beginning with no political intrigue.

##### Disadvantages

- a. Longer adjustment period.
- b. amoral problem among internal employees.
- c. On the job behavior is not precisely known

### 2.2.5 Selection

“Selection is the process of making a “hire” or “no hire” decision regarding each applicant for a job. The process typically involves determining the characteristics required for effective performance on the job and then measuring applicants on those characteristics. The characteristics required for effective job performance are typically based on job analysis which is systematic summary of job. Depending on the applicant's score on various tests and/or the impressions they have made in interviews, managers

determine who will and will not be offered a job. The selection process often involves the establishment of cut scores: applicants who score below these levels are considered unacceptability.” [Robert Wood and Time panye; 1999: P-199].

Selecting the right set of knowledge, skills and abilities which come packaged in a human being-is an attempt to get a “fit” between what the applicant can do and wants to do and what the organization needs. That is made more difficult by the fact that one cannot always tell exactly what the applicant really can and wants to do. Fit between the applicant and the organization affects not only the employer's willingness to make a job offer but also the applicant's willingness to accept the job.

More than anything else, selection of human resource should be seen as a matching process. Gaps between employment skills and requirements of the job are common factor that lead to rejection of applications. How well an employee is matched to a job affects the amount and quality off the employees work. This matching also directly affects training and operating costs. Workers who are un able to produce the expected amount and quality of work can cost an organization a great deal of money and time.

### 2.3. The Selection process

“The selection process is a series of steps through which applicants pass. The process determines the candidates who are likely to be successful eliminates those likely to fail. Ultimately, the selection decisions must focus on performance related issues if the selection process is to contribute to the firm's success”wether and Davis; 1993.

According to M. Ivancevich and Glueck [1989; p-218-300] the selection process services of specific steps used to decide which recruits should be hired. The process begins when recruits apply for employment and ends with the hiring decision. In the steps in between, the department and the hiring manager match the employment needs of the applicant and the organization.

It is viewed as a series of steps through which applicants are screened out by the organization. These steps are discussed below:

#### 2.3.1.. Preliminary screening

The selection process often begins with initial screening of applicants to eliminate those who obviously do not meet the positions requirements by asking straight forward questions. In this step a human resource management specialists or line mangers usually spend a few moment with applicants in what is called preliminary screening.

#### 2.3.2. Completion of Application form

The application form is a sheet or small booklet with blanks to be filled in by the applicants. Applicants who come to an employment office are asked to complete an application black after a screening interview. The data that could be gathered by the forms could be best predictors of future behavior patterns of the employee, it might include data on the person's demographic and attitudinal characteristics and

previous work experience in a form that leads itself to psychometric evaluation and interpretation.

#### 2.3.4. Employment tests

An employment test is a mechanism that attempts to measure certain characteristics of individuals, such as manual, dexterity, qualifications and potential for success. The testing applicants offers some advantages: test results seem to be objective, free from personal bias; and they are usually expressed numerically, so that they lend them selves to statistical analysis and thus can be validated. However there is also disadvantage, selection test may accurately predict an applicant's ability to perform the job, be less successful in indicating the extent to which he individual will want to perform it.

#### 2.3.5. Employment interview

Interviews can be used at several stages of the selection process. Employment interviews are part of almost all selection procedures. Although employment interview can be the least objective part of the process they are generally considered the most valuable. Interviews are also likely to have the greatest impact in the applicant, contributing more than any other element to his or her view of the firm and attitude toward the job.

#### 2.3.6. Reference checks and Recommendations

Reference checks involve communicating with previous employers and others who can provide information about applicant. Applicants are asked to provide a list of references of past supervisors and others. The checks serve for two purposes: They verify (or contradict what the applicant has told the organization, and they produce supplemental information that can be very useful hiring decisions.

#### 2.3.7. Medical /physical examination

As one off the final steps before the hiring decision, a physical examination may be conducted by a physician or nurse appointed by the organization. In some organizations the candidates fill out a health questionnaire, and only those with apparent problems are referred to a physician.

According to M. Ivancevich and Glueck (1989:pp-301) the reasons for such a requirement include:

- i) In case of later workers' compensation claims, physical conditions at the time of hiring should be known.
- ii) It is important to prevent the hiring of those with services communicable disease.
- iii) It may be necessary to determine whether the applicant is physically capable of performing the job in question.

### Research Methodology

#### 3.1 Research Design

To achieve the objectives of the study, a descriptive research design was used to enable the researcher to collect data on

the assessment of requirement and selection practice in Legambo woreda. According to Kothari (2007), a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

The research is conducted. Descriptive research design allows for systematic description of facts and characteristics of the given population or sample of the population or area of interest factually and accurately (Kothari, 2004).The researcher opted to use this kind of research design considering the desire of the researcher to obtain first hand data from The respondents so as to formulate rational and sound conclusions and recommendations for the study.

#### 3.2 Source, and Methods of Data Collection

In this study both primary and secondary data was collected from primary and secondary sources respectively. The primary source of data was obtained from employee and department of requirement and selection .Secondary source was published books, internets (web pages) and documents of the organizations.

In this study to collect the necessary data the researcher was used both primary and secondary data collection method. Among the primary data collection method questionnaires was used to collect information from sample employee and department of selection requirements, open ended and closed ended questioners was prepared and distributed to the respondents for more detailed information. The reason is that the researcher used the questionnaire is, it is important to increase the likely hood of obtaining accurate information from the employee. Secondary data was obtain directly from written documents .Unclear answers was dropped out.

#### 3.3 Sampling, Sampling Technique and Sampling Design

The sample size was determined by the use of the following formula developed by Cochran (1963)

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

Where; n = the desired Sample size

N = target population

e = is the confidence interval (99%)

Therefore the sample size was:

$$142/1 + 142(0.1)^2 = 58$$

n =58 respondents

The researcher is preferred in this particular study for sampling is simple random sampling in which out of 142 total population 51 respondents was selected.

#### 3.4 Method of data analysis

After the necessary data for the study were collect, the processing and analysis of the data was done. The questionnaire was manually sort out by editing, classifying and collected so that they were suitable for further analysis. Editing is the processes of the examination of the collected data in order to sure possible problems are resolve. After processing and classifying the data which are the base for the

study. The analysis were made. The analyzed data were organized in tables using percentage to put or to present some part of the data. The data collected were processed and analyzed by using pie-charts, tables and percentage computations. In this study descriptive analysis was used because its simplicity and clarity to draw inferences

**Chapter four; Data analysis and presentation**

**4.1. Background of the organization**

This chapter summarizes the data collected from Legambo woreda civil service office through questionnaire and interview. from the selected 58 respondent 51 questionnaires are distributed to employees, among these 46 were collected and the remaining were un collectable due to different reasons. because 7 employees was can not find during the distribution time they are at training center in other place and 5 response is voided due to carless filling of questioner.

**4.2. Presentation and Analysis of Policies and Practices**

In this section data collected from the administration employees through self administered questionnaire will be presented and analyzed in support of interview and personal observation. The questionnaires were distributed to employees and recruiters. A total of 51 questionnaires were simple random sampling distributed, 5(Five) to the recruiters and the rest to the employees. The questionnaires distributed to both recruiters and employees were filled and returned the results and analysis of the finding is presented as follows;

**Table 1.** Recruitment, transfer and promotion

Items	Respondents	
	Frequency	%
How did you acquire your present job?		
Externally recruited	22	47.83
Internally transferred	13	28.26
Internally promoted	9	19.56
Others	2	4.35
<b>Total</b>	<b>46</b>	<b>100</b>

source own survey 2020

Item number “1” it is indicated table4.1 shows from the total sample of employees 22 (47.83%) have acquired their position through external recruitment, 13(28.26%) are internally transferred, 9(19.56%) internally promoted and the rest 2(4.35%) are due to political performance of the individual and the one who specialized his professional what he occur the position.

According to the personnel administration policy;

1. Internal recruitment through transfer is a move from one job to another within the organization without a significant change in salary or in the amount of responsibility or authority. Salary increments are not applied here.
2. Internal recruitment through the promotion of those salaried employees is done when no appropriate employee is not found; recruitment is done with internal vacancy announcement. Choice and assignment of the best candidate is done by the administration promotion committee. The promotion is recognized with the approval of the committee.
3. After ascertaining the unavailability of suitable candidates internally, depending on the administration civil service department decision, external recruitment is undertaken.

As compared to the internally recruited, those who were externally recruited are the majority.

**Table 2.** Priority given to acquire vacant jobs

Items	Respondent	
	Frequency	%
1. If there is a vacant ob in the administration to whom priority will be given?		
a. new applicants	2	4.35
b. Existing employees	42	91.34.35
C. Equal opportunity to both	2	
<b>Total</b>	<b>46</b>	<b>100</b>

source own survey 2020

Item number ‘1’it is indicated table 2 given us some information about which of the two sources are even priority.Out of the total sample population 42(91.3%) replied that present employees are given priority to fill the vacant position, only 2(4.35%) replied new applicants and 2(4.35%) replied equal chances are given to both From this we can conclude that the administration will look existing employees to fill vacant positions before going to outside sources. Looking existing employees first is good, however there is a problem of bringing good discipline if many of the employees face with lack of new knowledge to the organization. So the office should look the advantages and disadvantages while concentrating on existing employees.

Item number “2” it is indicated table 5 shows about opportunity for promotion and transfer based on seniority. Accordingly, out of the total sample

population 25(50%) believed there had been equal opportunity for promotion and transfer and 25(50%) claim there had not been and the reason they had given were;

- Some position like department head are made by appointment and this appointment requires one’s political loyalty to the government.
- Bureaucratic bottle neck (inflexible administration) UN selected employees that are in the organization feel that the promotion and transfer process is unfair, since the time they become inflexible to be administered.

When promoting the employees seniority, merits, initiative, accuracy of work, job knowledge and personnel record should be taken in to consideration. If all these are taken in to account then there should be no reason why employees should feel they do not have equal opportunity as others.

In case of unsuccessful employees it is necessary to fact fully inform them why they were not selected and advise them on how to develop themselves for future openings.

**Table 3:** Do you believe that the office selects the right person for the right job?

Item	Response	Percentage
Yes always	33	71.74
Yes sometimes	7	15.22
Not totally	6	13.04
Total	46	100%

source own survey 2020

From this table we can conclude that the office is recruiting right person for the right (71.74% of the respondent) always. While small percent of them that is 15.22% and 13.04% states that the office is rerating the right person for the right job sometimes and not totally respectively.

**Table 4:** what do you think that the main criteria for selection of employees for internal and external requirement?

Items	Frequency	Percentage
Seniority(service period)	6	13.04%
Performance evaluation	5	10.87
Ability to work	4	8.7
Educational level	3	6.52
All	28	60.87
Total	46	100

source own survey 2020

AS we can see from table 4 the majority(60.87%) respondents response all criteria's are used to as selection criteria for the civil service office ;and also 13.04% respondents response seniority,10.87% respondents response performance evaluation,8.7% respondents response ability to work and 6.52% respondents response educational level. this implies that Legambo woreda civil service office selection criteria's are more or less all of the above criteria's.

**Table 5** The requirement and selection practice of the office managed by yearly plan?

Item	Frequency	Percentage
Yes	38	82.6
No	8	17.4
Total	46	100

source own survey 2020

As we have seen from table 5 among the total number of respondents 38 (82.6%)responses are yes and 8 (17.4%) respondents are responded as no.. As we have seen the result from description most of the employees 'agreed that the civil service office the requirement and selection practice is managed by yearly plan.

**Table 6:** What are major problem encountered in recruitment and selection process?

Item	No respondent	Percentage (%)
Too few applicants apply	1	2.17%
Lack of man power in personal department	-	-
Shortage of duration of advertise	29	63.04%
Other	16	34.78%
Total	46	100

source own survey 2020

The above tables about 63.04% of the respondent said that the major problem encountered in recruitment and selection process is the shortage of duration of advertisement while the remaining of them did not comment on this rather states other problems like excess applicant and misunderstanding are the major problem



**Table.7** does organization give priority to internal recruitment (promotion, transfer and reassignment) before going to external?

Item	No of respondent	Percentage
Yes	31	67.39%
No	15	32.61%
Total	46	100

About 67.39% of the respondents said that the organization or office give priority to internal recruitment (promotion, transfer and reassignment) in dictating that the organization recruitment is appreciated from majority side.

**Table 8:** In your opinion what makes recruitment difficult?

Item	Respondent	Percentage
Image of organization	4	8.7%
Nature of job offered	5	10.9%
Organizations policies	23	50%
Working condition	5	10.9%
Other	9	19.56%
	46	100%

source own survey 2020

The table show that half of respondents of states that the organizational policies makes recruitment difficult while 19.56% of the respondent said that other factors like, location of the institution/ organization /and proximity (blood relationship) make the recruitment difficult. So we can say that the organizations policy and the above motioned other factor have influence recruitment process.

**Table 9:** what type of evaluation criteria the organization uses to requite and select employees

Item	Frequency	Percentage
Job related test	11	23.91%
Aptitude test	5	10.87%
Interview	10	21.74%
Educational level	22	47.83%
Other	4	8.7%
Total	46	100

source own survey 2020

Item number “1”it is indicated table 9 shows evaluation criteria to recruit and select present employees. Respondents were asked to identify which of the listed points given more emphasis. Accordingly, out of the total sample population 22(47.83%) replied educational level is given more emphasis, 11(23.91%) replied that job related test given priority, 10(21.74%) replied that interviews given more weight, 4(8.7%) of the respondents replied about other criteria,5 (10.87%) replied for aptitude test, the office mainly focus on educational level and job related exams to recruit and select present employees..

**Table 10:** Which method of external recruitment do you organization use?

Item	Response	Percentage
new paper advertisement	11	23.9%
TV and Radio advertisement	3	6.5%
Notice board	31	67.4%
Other	1	2.17%
Total	46	100%

source own survey 2020

From this table we can see that, 67.04% respondent said that the organization use notice board to recruit employee and 23.9% of them states the office use recruitment on news paper advertisement forms of external recruitment. From this, we can conclude that the office uses many forms of external recruitment as possible as they can aside attractive as candidates apply for the job.

**Interview Analysis**

This analysis was based on the interview conducted with human resource personnel. Accordingly, there exists a problem with recruitment and selection practice in the organization. The respondents said that due to the organizations compensation system that is very low it is difficult to get qualified employees and even those the existing qualified employees were not offered a good position indicating that the employees are misplaced

The office has standard settled against the new applicants performance is means used before they are being selected. Some of which are:- ability to express oneself in English (20%), willingness to accept Administrative assignment (5%), CGPA (40%) , subject and practical skill (20%), personality character and behavior(10%).

The office appraise and evaluate its employees performance after they have been place on the position to check if its recruitment and selection policy is meeting its intended purpose, as well as assess the benefits and major improvement the employee brought to the instruction offer they have been placed on the position to understand that whether they get the right men for the right position job or not.

There are factors that challenge the success of recruitment and selection practice in the office which the major one are:- the office do to provide any kinds of benefits its employees and also it do not pay a better salary to its employees. The office can overcome this problem by increasing salary level of employee and providing other necessary benefit to its employee. The current recruitment and selection practice of the office will continue to maintain future development of the office, through facilitation of safety benefit for the employee and searching for better ways to attract the candidate.

## Summary, Conclusion, and Recommendation

### 5.1 summary

- 63.04% of the respondent said that the major problem encountered in recruitment and selection process is shortage of duration of advertisement and 34.78% of them states that other problem like excess applicants and miss understanding would be the major problem.
- 91.3% of the respondents said that the office give priority to existing employee (promotion, transfer and reassignment before going to external.
- 50% of the respondents said that the organizational polices makes recruitment difficult while other 19.56% of them replayed that other factor like: location of the intuition and favoritism that is proximity or blood relation makes the recruitment difficult.
- 60.87% of the respondents said all that the office uses formal education, experience, and personality character and type and technical skill to select employees.
- 67.39% of the respondents were appointed by external method of recruitment while the reaming 32.72% were appointed by internal method.
- Majority of the respondent replied that the use notice board advertisement.
- 47.83% of the respondents said the evaluation criteria of selection and requirement is educational level.
- 82.6% of respondents said the selection and requirement practice is managed by yearly plan
- 71.74 of the respondent response is said that the office always selects the right person for the right job

### 5.2. Conclusion

Recruitment and selection is the process by which a firm is able to find and attract its employees. Because of this it is regarded as the most critical task that any organization faces. Without having the right people for each and every position that an organization has it is difficult to function effectively and achieves organizational objectives as desired. Thus, the recruitment and selection activity should be geared towards acquiring the right people for he right position that the company is seeking for.

The data which was obtained from the structure questionnaire in support of interview and observation indicated that there are some problem which need special attention in he employment process. These findings could be summarized as follows:-

- The office advertisement technique is restricted only to advertisement in the notice board and news

paper for external recruitment and internal notice board for internal recruitment.

- The office mainly focuses on educational level and job related exams to recruit and select present employees.
- Some of the recruiting members are not given special training on how to attract and select applicant.
- There is mismatch of which the job demands and the qualification employees have in the civil service office.
- Employees are not satisfied on the job they performed.

### 5.3Recommendations

- Based on the fact observed from the questionnaire inspirit of interview and observation, the following are recommend as possible solutions, which might alleviate he short comings.
- To increase the awareness of potential applicants the civil service office should widen its horizon by using other news papers, magazines, and other different print and electronic media for external recruitment and employee news paper or special announcements circulated in departments for internal recruitment to reach and attract the most competent candidates.
- To alleviate the problem of un relatedness problem of exam and personnel bias of interviews for section criteria, the office should also look other criteria like experience and actual work performance ability of employees to recruit and select existing employees.
- To improve the performance of recruiter's the office should have to re organize its recruiting members.
- The office should provide special training for all members of recruiters on how to attract and maintain qualified personnel.
- Continuous assessment of employees about their job performance should be conducted at regular basis and employees could replaced using the policy of promotion and demotion.
- Employees need to be reward for he service they provide an organization. The organization on the other hand has the obligations reward employees

fairly according to the contribution they provide in the form of compensation.

Apart from weakness the office’s recruitment and selection procedures, it has got many strong sides, which are worth mentioning.

Some of these could be summarized as follows:

- The office has a potential and powerful work force who can serve the organization for long period of time in terms of age.
- Most of the employees in the office are qualified with medium level of education.
- The office looked existing employees to fill vacant position before going to out side sources. This encourage existing employees to work hared and achieve the stated objectives.

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**APPENDAX I**

**Questionnaire to be filled by employees of Legambo woreda civil service office**

The purpose of this study is to assess the general Recruitment and selection practice in the office and it is an essential part to be used in a senior essay required for graduation. So you are kindly requested to give the right answer you thin, and put “√” mark in the space provided for the one you choose and answer. Your honesty and sincerity would be of great help; since some of the questions are subjective, writing name is not necessary.

1. How did you acquire your present Job?  
Externally recruited  internally promoted  
Internally transferred  other, specify

2. If there is a vacant job in the office to whom priority will be given?  
New applicant’s  Equal opportunity to all  
Family base

3. Which method of external recruitment do you organization use?  
Newspaper  radio   
Notice board  TV  .All

4. What type oftest the organization uses to select and recruit employee?  
Job related test  aptitude test  Interview   
Other, Specify

5. Do you believe that the recruitment and selection policy of your organization helps to find out right man for right job as expected?  
Yes  No

6. Do you believe that the office select right person for right job?  
Yes always  Yes sometimes  No totally

7. What do you think that the main criteria for selection of employees for internal and external recruitment?  
Seniority (service period)  Educational level   
Performance evaluation  Ability to work   
All

8. The recruitment and selection practice of the organization managed by yearly plan?  
Yes  No

9. What are major problem encountered in recruitment and selection process?  
Too few applicants   
Lack of manpower in personnel department   
Shortage of duration of advertisement   
Others

10. Does organization give priority to internal recruitment (promotion, transfer and reassignment) before going to external? Yes  No

11. In your opinion what makes recruitment difficult?  
Image of organization  Organizational polices   
Nature of job offered  Working condition   
Others

12. Did the organization give training for experts who participated in recruitment and selection practice?  
Yes  No

13. Which method of external recruitment does your organization use?

- Newspaper advertisement   
Recruitment on internet   
TV and Radio advertisement  Others

14. Do you believe that recruitment and selection method of your organization help to achieve its goal?

Yes  No

15. What is the problem with a recruitment and selection practice in your organization? If so what is that problem and what should be done in order to solve it?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

16. How you know that your organizations recruitment and selection policy is meeting its intended purpose?\_\_\_\_\_

\_\_\_\_\_

17. How you know that your organization is getting right men for right job/position?

\_\_\_\_\_

18. Do you think that the current recruitment and selection practice of your organization will continue to maintain future development of your organization?

\_\_\_\_\_

19. What solutions did you suggest for the challenges occurred?

## APPENDAX II

### Interview question

What kind of Recruitment practice is there in your organization ?

- How the organizations select the employees?
- What are the weaknesses and problems of recruiters and selectors of the administration?
- How does the organization recruiters and selector's cooperation?

-Did you have plan for recruitment and selection?

-What are the challenges occurred in implementing recruitment and selection of employee?

-What solutions did you suggest for the challenges occurred?