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**ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**PRACTICES AND CHALLENGES OF STAFF SELECTION
IN THE CASE OF MARIESTOPES INTENTIONAL
ETHIOPIA**

**BY
MICHAEL TESFAYE**

**JUNE 2016
ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL
OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION (GENERAL MANAGEMENT)**

**JUNE 2016
ADDIS ABABA, ETHIOPIA**

**ST.MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS**

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Acknowledgements

Above all I would like to thank the almighty God for all His help to start and end up this study. My most truthful and genuine thanks go to my advisor Shoa Jemal (Ass Prof.) for his unreserved and timely support in checking, commenting and giving constructive advice all along my activities. Had it not been for his genuine professional guidance, the completion of this paper could have been in doubt.

I would like to thank MSIE employees as respondents and the human resource managers for his permission to conduct this research work and coordinate employees to fill the questionnaires.

Most deeply and with love, I would like to express my deepest thank to my mother W/ro Tiruwork Wolde for her presence in my life time achievements and my brother Anteneh Tesfaye for his continues support and encouragement to start this program.

Michael Tesfaye

Acronyms and Abbreviations

F=Frequency

HR=Human Resource

HRP= Human Resources Planning

MSIE= Marie Stopes International Ethiopia

N=Number of Respondents

SPSS = Statistical Package for Social Science

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Abstract

The purpose of this study was to examine the practices and challenges of staff selection in Marie Stopes International Ethiopia. Basic questions that mean main factors for staff selection were asked. The study employed descriptive data analysis method to describe the results and findings of the study. Stratified and simple random sampling techniques were used to select the sample size from the population. Data's collected through questionnaire were analyzed using SPSS Window 20.0 version. The results indicated that, Integrated with the human resources manual MSIE has staff selection policy but most of the employees are not aware of it, in a very rare cases is also applied inconstancy, staff selection procedure of MSIE is nondiscriminatory, vacancy advertisement is found effective which presents all the necessary information about the vacant post, application process is also found very easy for every level of candidates, even though the selection tests are relevant to the job, they are not being administered to restrict room for irregularities, most of the time selection tests are not found impractical to identify all the required KSA`s for a job because there are no practical exams given, the interview type was dominated by group interview which include three interviewers in most cases, most of the time the interview questions are not structured one which creates inconsistency, even though it is not consistently followed most of the time immediate supervisors are involved at the time of selection decision and selection decisions are made based on the average result of the selection panel members. Finally, shortage of manpower in the market for some specific skill requiring positions like Gynecologist and the under staffing issue of the HR unit itself are the challenges which are discovered. Based on the findings result, it is advisable to give a consistent refreshment trainings for all staff members concerning the policy, practical selection tests should be considered as staff selection, structured interview should be in place, before recruitment there should also be medical clearance, the selection decision should consistently involve the immediate supervisor of the candidate. Finally, the management have to analyze the volume of work that the HR unit have and deploy the mechanism to avoid the understaffing issue.

KEY WORDS; Human Resources, Selection, Vacancy, Interview

CHAPTER ONE: INTRODUCTION

This introductory chapter is intended to provide information concerning an overview of the study. It involves background of the study, statements of the problems and research questions, objectives (general and specific objectives), significance, scope and limitation of the study. Also it includes the definition of important terms and the organization of thesis.

1.1 Background of the Study

Without having competent employees any organization cannot reach its intended goal. Human resources is the most important entity that put an organization in a competitive advantage. The success and failure of an organization to a large extent depends on the employees` knowledge, skills, attitudes and commitment. The acquisition of employees with the right abilities and skills is primarily ensured by the proper implementation of recruitment and selection process. Through proper recruitment and selection practice organizations get and retain the right employees who achieve organization goals. Bratton and Gold (2007) confirm that recruitment and selection are crucial practices in organizational process which help organizations achieve high performance and engage motivated staffs who like their job. Recruitment is the process of finding and engaging the people the organization needs. Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs. (Armstrong`s, 2009). Therefore, applying the appropriate recruitment and selection practices in the organizations like Marie Stopes International Ethiopia plays a significant role to increase organizational effectiveness and capability.

Hunting of competent employees, whether professional, skilled or unskilled is a major issue in every kinds of organizations. It is a challenge for the management of many organizations especially for International nongovernmental organizations (INGOs) sector organizations like Marie Stopes International Ethiopia to find out the best candidate from large amount of applicants pool for one vacant post. If best candidates are not selected they will not perform as per the expected standards and as said earlier that will have its own big influence on the performance of the organization.

This research focused on examining the current practice and challenges of staff selection in Marie Stopes International Ethiopia (MSIE). MSIE is a partner of the Marie Stopes International (MSI), which is one of the largest international family planning organizations in the world with its head

quarter in London. It is results oriented social enterprise that develops efficient, effective and sustainable family planning programmes around the world.

MSIE was established in Ethiopia in 1992GC. Currently undertaking a dramatic scale-up of health service delivery for low income women and couples in Ethiopia. This includes expanding clinics and rural Outreach programs in to different regions of Ethiopia; creating social franchising networks of other private quality service providers. (MARIPost, 2016)

Thus, MSIE is such a big international non-governmental organization that practices recruitment and selection process pervasively for all its programs under various internal and external constraints. The centralize Human resources is constantly engaged in recruiting and selecting people for different posts. All these positions needs candidates with the right knowledge, skills and attitudes that a particular position demands. So, it would be a challenging task for the Human resources and other managers to administer all the recruitment and selection process and place the right employee. Therefore, this research attempted to examine the practices and challenges of staff selection at Marie Stopes International Ethiopia.

1.2 Statement of the Problem

The quality of employees organizations hire depends on an effective selection strategy. However, the process isn't always smooth sailing. The success of organizations in this modern business environment depends on the caliber of the human resources that steers the day to day affairs of the organizations. Selecting the right person would minimize cost, increase performance, and put an organization in a position to achieve its key performance objectives. On the contrary wrong selection leads to an extended training, decreased service or production.

At present MSIE have 584 employees of which 332 of them are males 252 of them are females. (MARIPost, 2016). HR staff members in MSIE are constantly engaged in recruitment and selection for replacement of resigned staff members at different positions. HR unit statistical data indicate that in 2015 physical year 78 employees where resigned from their job and 66 employees where hired. In the same year there were 15 transfers of employees from one location to another and only two promotions. This figure indicate that HR department has never conducted HR planning during the period, which is essential to determine the type and number of human resources the work demands, In addition the figure indicates that the organization is not giving a chance for their loyal

internal staff members though consistently engaged in recruitment and selection through out the year to fill the posts on the routine bases, which creates high turnover, employee dissatisfaction and reduce performance in different instances. In addition, the selection tools like the interview protocol indicate that the selection process doesn't confirm properly individuals' knowledge, skills and attitudes with the job requirement. Moreover, the researcher physically observe that, the human resources management in the study organization is facing problems like high turnover rate, low performance of some of the centers and programs, and significant amount of employee disciplinary issues. There is also a gap between selection practices of MSIE and the standardized procedures forwarded by the scholars which makes the challenges prevalent. Therefore, this research work examined the practices and challenges of staff selection and recommended possible accepted practices. In such an intense situation attracting and selecting the right person for the right job and at the right time is a challenging to HR unit staff members in MSIE.

1.3 Research Questions

This research was conducted to examine the practices of staff selection and identify its challenges at MSIE. Consequently, the research tried to answer the following specific research questions in the problem statement.

- Does MSIE have a policy on staff selection?
- How effective is the staff selection techniques used by the MSIE?
- To what extent does the staff selection policy of MSIE match to the accepted HR practices?
- What are the different challenges that affect the staff selection process in MSIE?

1.4 Objective of the Study

The study has the following general and specific objectives

1.4.1 General Objective

The main objective of this research was to examine the current staff selection practices and explore the challenges encountered in the course of selecting the best human power demanded and provide possible ways in order to improve the problems in current staff selection process of MSIE.

1.4.2 Specific Objectives

The specific objectives of the research include:

- To identify whether MSIE has a policy on staff selection or not?
- To examine the effectiveness of the staff selection techniques used by the MSIE?
- To examine the extent to which staff selection policy of MSIE match to the accepted HR practices?
- To explore the challenges which affect the staff selection process in MSIE?

1.5 Significance of the Study

The importance of this research help the management of Marie Stopes International Ethiopia, to understand the strength, weakness and various challenges of the existing staff selection practices.

In addition, the following benefits obtained from the study:

- It contributes to the existing knowledge and practice of staff selection in MSIE and other similar organizations;
- It helps the human resources staff members and other recruiters' to follow the better practice of staff selection.
- It serves as a baseline for subsequent researches on the area of human resources selection.

1.6 Scope of the Study

The scope of this study was focused on examining the practices and challenges of staff selection. The study is further delimited to cover all employees under MISE offices in Addis Ababa, and only the Area Office Managers, Field Office Heads and Center Technical Heads which are found outside Addis Ababa because of geographical constraint.

Also the study is delimited to the permanent employees of the organization; it didn't include the casual workres, since the study target is on the staff selection, and those casual workers may not pass through the normal selection procedure of the organization. Other factors like time and conveniences were also taken in to consideration.

1.7 Limitation of the Study

The first limitation is associated with the sample itself. There is a possibility that sample units might not express the actuality of the total population. Other limitation expected like some sample units who are very loyal to the organization might hide the limitation from the organizations' side, and some sample units expected to hide some facts. The other one is few respondents was not able to return a questionnaire in due time and it was a difficult task to wait until all return as intended. In addition to that, there were also some financial constraints; lack of financial resources restricted the researcher to sick information from several areas.

1.8 Definition of Terms

The following terms are defined as they are used in this study.

Recruitment: is the process of finding and engaging the people the organization needs (Armstrong`s, 2009). Is the process of generating a pool of capable candidates to apply to an organization for employment (Bratton and Gold, 2007).

Selection: The process by which recruiters follow specific instrument to choose a candidate from a pool of qualified applicants most likely to fit the position (Bratton and Gold, 2007)

Human Resources (HR); People in working environment gifted with the right ability, skills and attitude (Bratton and Gold, 2007).

Human Resources Management (HRM): Body of knowledge that encompass staffing, rewarding, employee development, employee maintenance and employee relations (Bratton and Gold, 2007)

1.9 Organization of the Study

The study consists of five chapters, Chapter one is an introduction which cover the various important parts such as study background, statement of the problem, clarification of the general and specific objectives of the study, scope, significance and limitation of the study. Chapter two covers a review of related literatures on the study area. Chapter three contains research methodology which involves research design, data type and source, study population, sampling techniques, data analysis, and variable and measurement description. Chapter four contains the

results of analysis and findings developed. The final chapter, chapter five covers a summary of the study findings, conclusions and recommendations for the organizations and further study.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

This chapter deals with the assessment of literatures which relate to the topic the human resources selection practices of organization. Several literatures are selected and relevant areas are reviewed and evaluated. Accordingly, definitions of staff selection, framework of staff selection, methods of staff selection, process of staff selection and major challenges that can affect the staff selection process are reviewed.

2.1 Staff Selection

Recruitment and selection are two activities of HRM, they are highly interrelated. This is evident that best selection practice is always possible after best recruitment practice. (Bartton and Gold, 2007) defined recruitment and selection as follows; Recruitment is the process of generating a pool of capable candidates to apply to an organization for employment. Selection is the process by which managers and recruiters use specific instrument to choose a candidate from a pool of qualified applicants most likely to succeed the job(s), given management goals and legal environments are fulfilled.

This definition clearly elaborate recruitment and selection is inseparable that successful selection activities always start with proper practice of recruitment. This definition also suggests that selection is not a spontaneous practice, but it is planned activity to achieve organizational goal within a given legal provision. Evancevich (2004, 210-217) also distinguishes recruitment and selection giving similar definitions; Recruitment is the set of activities an organization uses to attract job candidates who have the abilities needed to help the organization achieve its objectives. Selection is the process by which an organization chooses the best candidates from a list of qualified candidates. Definition of recruitment and selection has the same tone with former one. In terms recruitment is the process of attracting as many best applicants as possible, selection process is selecting the best potential employee from the best applicants.

Effective employee selection is a critical component of a successful organization. How employees perform their jobs is a major factor in determining how successful an organization will be. Job performance is essentially determined by the ability of an individual to do a particular job and the effort the individual is willing to put forth in performing the job. Through effective selection, the

organization can maximize the probability that its new employees will have the necessary KSAs to do the jobs they were hired to do. Thus, employee selection is one of the two major ways (along with orientation and training) to make sure that new employees have the abilities required to do their jobs. It also provides the base for other HR practices-such as effective job design, goal setting, and compensation-that motivate workers to exert the effort needed to do their jobs effectively, according to Gatewood and Field.

Job applicants differ along many dimensions, such as educational and work experience, personality characteristics, and innate ability and motivation levels. The logic of employee selection begins with the assumption that at least some of these individual differences are relevant to a person's suitability for a particular job. Thus, in employee selection the organization must

(1) Determine the relevant individual differences (KSAs) needed to do the job and

(2) Identify and utilize selection methods that will reliably and validly assess the extent to which job applicants possess the needed KSAs. The organization must achieve these tasks in a way that does not illegally discriminate against any job applicants on the basis of race, color, religion, sex, national origin, disability, or veteran's status.

2.2 Selection Framework

The need for recruitment and selection is first determined by the existence of the vacant position. According to Torrington et al.(2005) vacant positions in any organizations created due to two reasons: one when employee leaves an organization, second when an organization undergoes expansion that creates new position. This is evident that recruitment and selection are considered when employees leave an organization or when new post is created. But human resource planning can also lead to a more successful organizations` recruitment and selection practices.

Once a vacant position is determined and need for recruitment is assured, recruiters need to know every detail about the job. Stredwick (2005) points out the major details that can serve as a framework of recruitment and selection process are: investigating that nature of work and its key features which is carried out through the job analysis, agreeing on the means of utilizing the job description and persons specifications or job specifications and deciding on the terms and conditions of the positions.

Job description is specification or person's specifications provides a framework not only at recruitment stage but also at selection stage. Competency framework, for example, which is drawn from job analysis, serves crucial purpose in recruitment and selection.

2.3 Methods of Staff Selection

Organization should use human resources selection methods that reliably and accurately measure the needed qualifications. The reliability of a measure refers to its consistency. The aim of human resources selection is to assess the suitability of candidates by predicting the extent to which they will be able to carry out a role successfully. It involves deciding on the degree to which the characteristics of applicants in terms of their knowledge, skill and abilities, competencies, experience, qualifications, education and training match the person specification and then using this assessment to make a choice between candidates (Armstrong's, 2009).

Organizations should use selection methods that reliably and accurately measure the needed qualifications. The reliability of a measure refers to its consistency. It is defined as "the degree of self-consistency among the scores earned by an individual." Reliable evaluations are consistent across both people and time. Reliability is maximized when two people evaluating the same candidate provide the same ratings, and when the ratings of a candidate taken at two different times are the same. When selection scores are unreliable, their validity is diminished. Some of the factors affecting the reliability of selection measures are:

- Emotional and physical state of the candidate. Reliability suffers if candidates are particularly nervous during the assessment process.
- Lack of rapport with the administrator of the measure. Reliability suffers if candidates are "turned off" by the interviewer and thus do not "show their stuff" during the interview.
- Inadequate knowledge of how to respond to a measure. Reliability suffers if candidates are asked questions that are vague or confusing.
- Individual differences among respondents. If the range or differences in scores on the attribute measured by a selection device is large, that means the device can reliably distinguish among people.

- Question difficulty. Questions of moderate difficulty produce the most reliable measures. If questions are too easy, many applicants will give the correct answer and individual differences are lessened; if questions are too difficult, few applicants will give the correct answer and, again, individual differences are lessened.
- Length of measure. As the length of a measure increases, its reliability also increases. For example, an interviewer can better gauge an applicant's level of interpersonal skills by asking several questions, rather than just one or two.

The most effective, valid methods of staff selection will be described below in detail. They include:

1. General Mental Ability
2. Structured Interview
3. Situational Judgment Tests

1. General Mental Ability

General mental ability is possibly the single most effective tool for staff selection. In fact, this approach is effective at predicting future performance in every type of job, at all job levels (from entry-level to CEO) and in every industry. GMA can be assessed in a variety of ways, from 30 minute paper and pencil tests like the Wonderlic, to more expensive online computer adaptive tests. Both computer and paper & pencil tests are equally valid, allowing organizations to select the approach that fits best.

2. Structured Interviews

These are not your standard interviews that start with “So tell me about yourself...” In structured or behaviorally-based interviews, applicants are asked a series of specific, predetermined, job-related questions while their responses are scored using detailed criteria (often presented in a scoring guide that provides detailed descriptions on what constitutes each rating). An “interview panel” approach is often used, where 2-3 trained managers ask the questions and score each response separately. After the interview, their ratings are compared to determine the consistency or interpreter reliability. When responses are scored inconsistently, interviewers discuss their rationale and come to consensus.

3. Situational Judgment Tests

These tests have been described as the multiple-choice equivalent to structured interviews. In SJTs, applicants are asked to choose how they would respond to a variety of hypothetical situations that are relevant to the target job. Results indicate how that particular applicant will behave when faced with particular situations and decisions. The ability of this method to predict how applicants will respond to complicated decisions makes SJTs one of the best approaches for managerial and technical positions.

There are countless tools, methods, and approaches to making good selection decisions. However, according to decades of applied organizational research the ones described above are the most successful, accessible methods for finding those diamonds in the rough. It is important to note that other valid methods were intentionally left out: Assessment Centers were not described because they are not a realistic approach for many jobs and organizations.

2.4 Process of Staff Selection

Employee selection is itself a process consisting of several important stages, since the organization must determine the individual Knowledge skill and ability needed to perform a job, the selection process begins with job analysis, which is the systematic study of the content of jobs in an organization. The selection process refers to the steps involved in choosing people who have the right qualifications to fill a current or future job opening.

Gatewood Fied and Barrick (2001) state that HR specialists and line managers must start with job analysis and identify relevant job specifications, knowledge, skills and attitudes; develop assessment devices and validate these assessment devices to be used before conducting selection process. This is important preliminary preparation that determines the effectiveness of selection process.

The process can vary from organizations to organizations some steps performed and considered important by one organization can be skipped by other organization but the difference is not significant.

2.4.1 Preliminary Screening

According to Ivancervich (2004) preliminary screening is common practice in which recruiters ask candidates to fill in application forms and used the information to de-recruit certain applications.

There are two approach in this reduction process at preliminary screening. First, there is the screening approach where unsuitable applicants are rejected until only the required number of applicants for interview is left (Sterdwick,2005).

The second method is one of inclusion where each applicant is compared with the requirements set out in the person specification and given a score through a pre-set scoring system (Stredwick:2008).

2.4.2 Preliminary Interview

Preliminary interview is part of initial screening where applicants who do not meet the minimum requirements are eliminated. According to Mathis and Jacson(2006) preliminary screening a stage at which to determine the applicants meet the minimum qualification for the open job. The pre-employment screening may be in the form of interview or straight forward questions asked to inquire applications express relevant experience in written form. This screening test is good for both parties for it saves time wasted and also gives new direction to the job seeker.

2.4.3 Selection Test

Testing is an important device of screening employees for further selection. To select good employee literacy test, skills test, psychological measurement test and honesty test are the major categories of test employed for different positions. There are so many types of tests divided into such categories of measuring ability, aptitude, performance and personality.

A successful testing should incorporate all the different types of tests and it needs to fulfill the principles of testing such as validity, reliability, objectivity and uniformity.

Different types of selection tests are described below:-

- Intelligence tests

Intelligence tests measure a range of mental abilities that enable a person to succeed at a variety of intellectual tasks using the faculties of abstract thinking and reasoning.

Intelligence tests can be administered to a single individual or to a group. They can also be completed online.

- Personality tests

Personality tests attempt to assess the personality of candidates in order to make predictions about their likely behavior in a role. There are many different theories of personality and, consequently, many different types of personality tests. These include self-report personality questionnaires and other questionnaires that measure interests, values or work behavior. Personality tests can provide interesting supplementary information about candidates that is free from the biased reactions that frequently occur in face-to-face interviews, but they have to be used with great care. The tests should have been developed by a reputable psychologist or test agency on the basis of extensive research and field testing, and they must meet the specific needs of the user.

- Ability tests

Ability tests establish what people are capable of knowing or doing. They measure the capacity for:

- ✓ Verbal reasoning – the ability to comprehend, interpret and draw conclusions from oral or written language;
- ✓ Numerical reasoning – the ability to comprehend, interpret and draw conclusions from numerical information;
- ✓ Spatial reasoning – the ability to understand and interpret spatial relations between objects.
- ✓ Mechanical reasoning – understanding of everyday physical laws such as force and leverage.

- Aptitude tests

Aptitude tests are occupational or job-related tests that assess the extent to which people can do the work. They typically take the form of work sample tests, which replicate an important aspect of the actual work the candidate will have to do, such as using a keyboard or carrying out a skilled task such as repair work. Work sample tests can be used only with applicants who are already familiar with the task through experience or training.

2.4.4 Reference Checking

Reference checking is one important element which helps to get further information that verifies the accuracy and objectivity of applicant's credentials and claims. Manager should not believe all the applicants since there are good articulations who create opposite impression about self. Torrington et al (2008) identified two kind of information that recruits need to inquire about potential employees. The first one is factual checking, which is straight forward confirmation of facts that the candidate has presented. The second is reference checking which refers to character of applicants where the prospective employers asks for opinion about the candidate.

2.4.5 Selection Interview

Interview is one of the most popular methods of employee selection which has been employed for centuries. There are different kinds of interview that are used in selection process. Ivancevich (2004) discuss structured and unstructured type of interview based on extent of preparation. He distinguish structured employment interview as the type that use pre-set structured questions and focuses on historical information about the applicant and how applicants respond to the future. Structured interview is preferable to assess applicants on similarly structured questions and ensures consistent assessments.

Stredwick (2005,181) explains other type of employment interview, based on number of participating interviewee and interviewers:

There are three options for the interview format: One to one interviews, paired interviews and panel interviews. Each should be used in specific situations. The decision as to whether the appropriate format is made by reaching a balance between two contrasting objectives. Firstly, the need for informality which gives opportunity for frank exchange of views and information and secondly, the need to include as many stakeholders involved as possible and work to structured and objective agenda. Thirdly, there are serious questions to be answered in the area of equal opportunities where only having one interviewer greatly increase the chance of discriminating viewpoint.

According to these Human resources specialists consider between these types of interview based on the level of formality and level of the position. For example, one to one interview is used in

less formal and where probing questions are forwarded. Panel interview on the other hand is more formal and procedural that it is used to select candidate for authoritative positions.

2.4.5.1 Interviewing Technique

Strdwick (2005) elaborate a number of essential principles that make up successful interview at preparation, operation and summation stages. At the preparation stage all relevant documents should be read, nature of measurement of candidate should be agreed upon; division of interview time should be agreed. At operation stage open the interview with informal small talk, listen to the candidate giving chance to him/ her in talking; ask the right question and structure questions. And finally conclude the interview making the interviewee at ease.

2.4.7 Selection Decision

The final decision on selecting the preferred candidate should follow the same process that applies to short- listing. Only the candidate who match the essential aspect of the person specification should be considered. It is far better to start the process again that take a serious risk in a potentially hazardous investment. If there is more than one candidate who meets all their criteria, then the final decision can be made in a number of ways. Generally, the decision is given to the line manager who will have to motivate, develop and manage the person considered.

2.4.8 Medical Test

After the decision has been made to extend the conditional job offer, the next step would involve medical test of an applicant. The purpose of medical test according to Mathis and Jackson (2006) is to determine whether an applicants is physically and mentally capable to perform the work. They added physical standards for job should be realistic and justifiable, and geared toward the job. Otherwise, recruiters may violate legal liabilities provided to protected group of the society.

2.4.9 Evaluation of Selection Process

Although selection is complete, the process of acquisition is not complete. The recruitment and selection process need evaluation which may require a plan for improvements (Hobby,et.al,2004). They add the two basic reasons of the process is the reason to know the candidates decision and to see the efficiency and effectiveness of the process of recruitment and selection. According to Stredwick(2005) evaluation of selection process takes place in two forms; judging how successful

the selection process has been and examining the process based on the effectiveness of each stage. The time to decide that you have made the right selection depends on the level and type of the position. For a critical position one can evaluate the effectiveness of the selection within few weeks, but for a managerial position it may take you more than a year to evaluate whether the right selection has been made. So, recruitment is a long term process where consistent evaluation is necessary which can be considered as cyclical process.

2.5 Factors Affecting Staff Selection

There are various external and internal factors of recruitment and selection that an organization is incapable to moderate but only attempt to comply with the prevailing situation. These factors include government policy and legislations, trade unions and labour markets.

2.5.1 External Factors

2.5.1.1 Government Policy and Legislations

Nations have their own labor proclamation that directly or indirectly affect the recruitment and selection process. Ivancevich (2004), states that government regulations prohibiting discrimination in hiring and employment have direct impact on recruiting practices. This is also true that states' constitution incorporate laws that prohibit discriminatory acts in terms of gender, age, disability and ethnicity. Related to government policies, there are political – social considerations that influence recruitment and selection. Mathis and Jackson (2006) also confirm that recruitment and selection are subject to legal requirements like equal employment law and regulation, responding to the protected class of the society (Candidates with disabilities) with employment opportunity and pursue affirmative action. Ivancevich (2004) further identified factors that have direct effect on recruitment and selection. These include legal employment opportunity, human right legislation and employment illegal aliens, discrimination based on sex age, disability and privacy laws. In Ethiopia recruitment and selection process are manifested in the labor proclamation 377/2003 which gives a provision of principles, rules and regulations that govern the worker-employer relationship from recruitment and selection.

2.5.1.2 Labor Market Conditions

This is one of the most important factors that determine the number and quality of applicants. As Ivancerich (2004) elaborates, when there is surplus labour in the market informal recruitment can attract enough applicant. But, where there is full (tight) employment in place a skillful and prolonged recruiting is mandatory to get an applicants who fulfils the expectation of the organization. Labour market also significantly affect the selection process. Ivancevich adds that low rate of unemployment make selection very difficult but with high rate of unemployment selection would be very different and easy. As it is illustrated by Cole (1997) organizations capability to fully exploit the labor market is in turn affected by other external factors such as government policy, new technology, education and training opportunity, population changes, trade union attitudes, salary level, nature of competition for labor and level of economic activity. All these factors in their positive or negative aspects can make the labour market tight or easy.

2.5.2 Internal Factors

Apart from the external factors there are many internal factors that influence the recruitment and selection process. These are factors that can be controlled by the organization themselves. These are organizations Image, recruitment policies, size of an organization and cost of recruitment.

2.5.2.1 The Image of the Organization

The perception about the organization that is held by the general public has an impact on recruitment and selection process. Robins (1994), states that the image of an organization is perceived to be low, the recruiting rate of an organization to attract large number of applications will be low. He adds that low paying organizations are perceived negatively and attractive payment jobs of an organization bring about favorable image. Matl.is and Jackson (2006), also suggest that continuous and intensive recruitment efforts have its purpose of image building in the market. The stress the impact of organizational image with the fact that candidates will have pride in the brand name of an organization believing the organization performs better today and tomorrow.

2.6 Empirical Review

Many Authors did research on the challenges and practices of Human Resources Selection. Among the researchers who studied Challenges and Practices of Employee recruitment and selection includes Mr Sheila Aseyo Buhasio (November 2012), Mr Mavis Adu-Darkoh(2014), Leone C. Cameron (2008). These researchers investigated number of challenges as barriers in hindering effective recruitment and selection of workers.

A study carried out by Mr. Mavis Adu-Darkoh(2014), conduct a research on employee recruitment and selection practices in the construction industry in Ashanti Region. The objective of the study is to identify employee recruitment and selection practices in the construction industry within the Ashanti region. The study focused particularly on identifying existing recruitment and selection methods adopted by construction companies, identifying challenges encountered and making some conclusion and recommendations based on the findings. The sample of the research is consist an entire list of sixty-two (62) contractors obtained from Ashanti Region branch of Association of Building and Civil Engineering Contractors of Ghana (ABCECG, 2014) was used for the study. Questionnaires comprising of both closed and open-ended multi-choice type of questions were used to ascertain respondents' views on peculiar issues pertaining to employee recruitment and selection practices. His conclusion revealed that out of the 16 identified recruitment and selection methods, the most frequently used medium of employee selection, in the order of highly recognized method includes newspaper advert, in-house (internal recruitment), labour office, employee referrals, radio advert and lastly internet recruitment. A number of challenges were also identified which includes: poor human resource (HR) planning, ineffective job analysis, competency level on the part of employee, cost of recruitment and selection of employees, lack of human resource department and poor working conditions of workers. Finally he recommended that before recruitment and selection all job profiles reflect the real requirements of the job.

Mr Sheila Aseyo Buhasio (November, 2012) studied on challenges facing employee recruitment and selection among non-governmental organizations in kakamega central district, kenya. The objective of the study is to identify the challenges of recruitment and selection practices in Non-Governmental Organizations in Kakamega Central District. There are 20 registered Non-Governmental Organizations operating in Kakamega Central District and all of them were involved in the study. The respondents were the Heads of Human Resources in the organizations

(NGO Co-ordination Council Kisumu. Questionnaires were used for collecting data. The type of data were both quantitative and qualitative in nature. The questionnaire consisted of two sections; section A sought to get the background information of the respondent and the organization, while section B focused on the challenges facing employee recruitment and selection among Non-Governmental Organizations. The conclusion revealed that the challenges of recruitment and selection continue to affect all NGOs in Kakamega Central but the solutions to this vicious problem have yet to be identified. However, the fact that the organizations have people working in the human resource department, they need to stream line their operation to conform to the expected standards. Awarding long performance based contracts on better still employing people on permanent basis could be the solution.

A study carried out by Leone C. Cameron (2008), conduct a research on Staff recruitment, selection and retention in family owned small businesses. The research objectives were to understand the variables and dynamics of the recruitment, selection and retention process. This study focused on mixed research design. The triangulation firstly examined the literature. Then quantitative exploratory research investigated the recruitment, selection and retention activities in family-owned small businesses in rural and regional areas of Australia. Constructs were developed from the quantitative study. Qualitative semi-structured interviews tested the constructs to complete the 13-phase procedure used in this research.

The research found that the establishment, building and maintaining of strong relationships between employer and employees is significant to the effective recruitment, selection and retention of employees in family-owned small businesses in rural and regional areas of Australia. The research found four significant constructs, each having 'relationship' as a common theme. The relationship theme identified in this research can be compared with the framework established by relationship marketing, that is, owner/managers of family-owned small business should constantly sell themselves to their employees by concentrating on relationships as the primary emphasis of recruitment, selection and retention of staff.

2.7 Conceptual Framework

Based on the theory of Gatewood Fied and Barrick (2001), the selection process refers to the steps involved in choosing people who have the right qualifications to fill a current or future job opening and according to them human resources selection process must starts from preliminary screening based on job analysis which is made to identify relevant job specifications, knowledge, skills and attitudes. Based on this theory the below captioned conceptual framework on staff selection is developed.

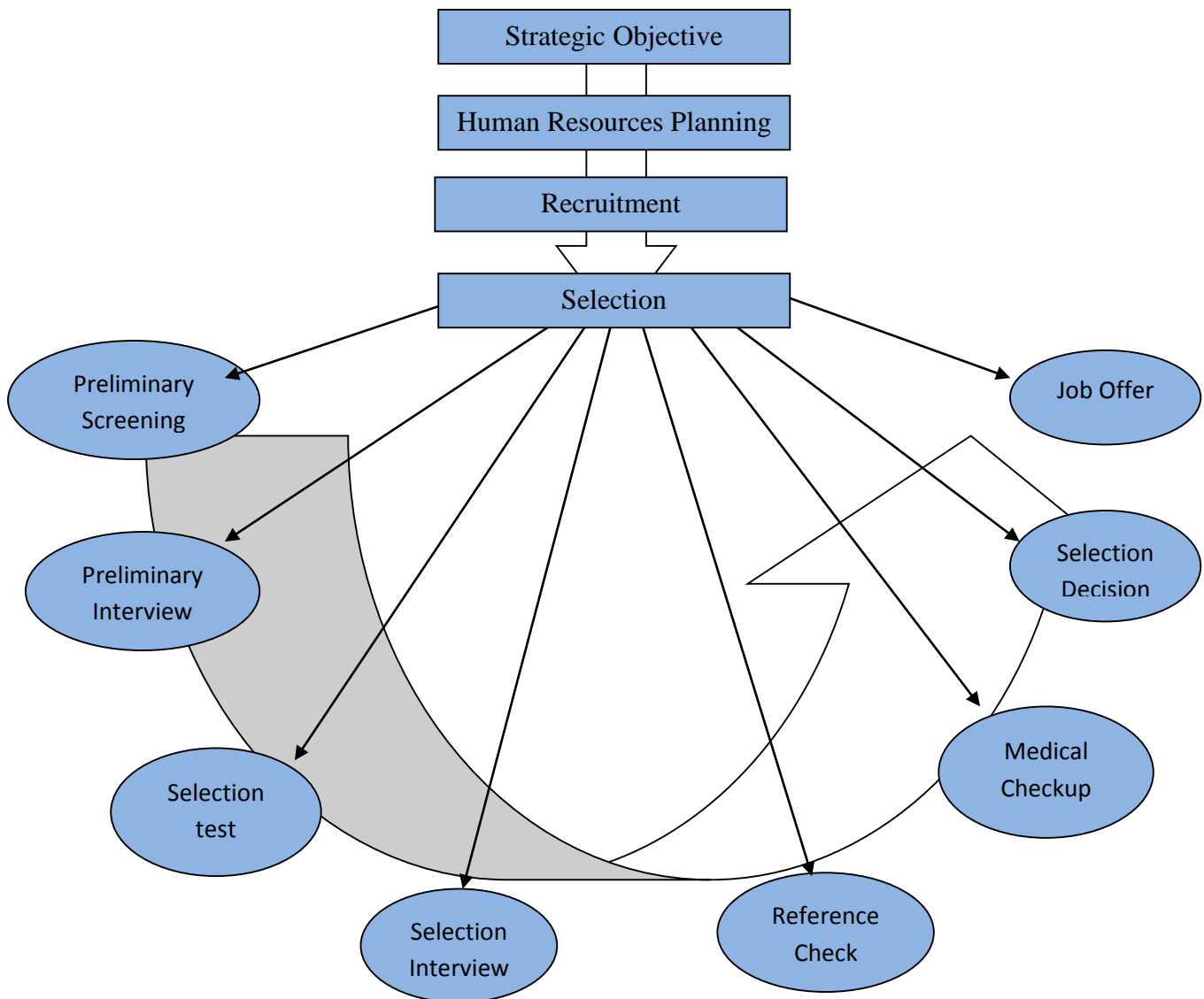


Figure 1: Conceptual Framework on Selection Process

Source: Own Source

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

This chapter deals with the methodologies adopted while conducting the study. The chapter is organized as follows; Research Design, Sample Size and Sampling Techniques, Sources of Data, Data Gathering Tools, Data Analysis Techniques and Ethical Consideration.

3.1 Research Design

This shows the master plan for collecting and analyzing the required data by specifying the methods and procedures that is going to be used. For this study to collect the necessary data both primary and secondary data sources was used and both qualitative and quantitative data types are be collected.

The study employed descriptive data analysis method to describe the result and findings of the study. This is relevant that it enable the researcher to gather data form single population. Kothari (1985) stated descriptive research focuses on explaining the characteristics of a particular individual, group or situation. Saunders et.al(2007) also say the objective of descriptive research is portray an accurate profile of a person, events or situations`. Thus, the objective and nature of this research relevantly fall under descriptive research design.

In addition the research pursued both qualitative and quantitative research data types. Quantitative analyzing tools like frequency, percentage and tables are used to analyze the data that are collected through questioner. The researcher also deals with qualitative phenomena where issues like the analysis of selection police, and other issues which are covered on the interview are described and interpreted qualitatively.

3.2 Population and Sampling Techniques

Samplings is process of choosing a smaller and more manageable number of people to take part in the research process and generalize the results to the whole of the research population (Catherine, 2002 PP 47-48). For this study stratified random sampling technique is used since the population consists of top management, middle levels/supervisors and lower level /line employees as per (Sarantokos, 1998). Then simple random sampling method employed to ensure that all employees stand equal chance of being selected to avoid sample bias and ensure that the results are reliable enough to be generalized.

Prior to the actual data collection, emphasis was made on the determination of sample size that was mainly dependent on the purpose of the study, available resource and precision (variance) required. Sample size is one of the four inter-related features of a study design that can influence the detection of significant differences, relationships or interactions (Peers, 1996). Generally, this study designs try to minimize both alpha error (finding a difference that does not actually exist in the population) and beta error (failing to find a difference that actually exists in the population) (Peers, 1996). Cochran's (1977) formula uses two key factors: (1) the risk the researcher is willing to accept, and (2) the alpha level, the level of acceptable risk the researcher is willing to accept that the true margin of error; i.e., the probability that differences revealed by statistical analyses really do not exist; also known as Type I error. Another type of error is not addressed further here, namely, Type II error, also known as beta error. Type II error occurs when statistical procedures result in judgment of no significant differences when these differences do indeed exist.

In order to calculate the necessary minimum sample size from the total population the researcher use the following simplified formula suggested by Nesiurma (2000).

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

Where, n is the sample size, N is the population C(0.5) is the coefficient of variation e(0.05) is the level of precision. Accordingly, the sample size for a total population of 584 is 91 where they were selected using stratified random sampling, which represents around 17.02% of the population. According to Amedeho (2002), a sample size between 5-20% is ideal to represent the entire population.

In a population constituted by heterogeneous group stratified sampling method is relevant to obtain representative sample (Kothari,1985). First of all the researcher purposively stratified the population into three categories/ stratus of job classifications namely top management or department heads, middle level management/ supervisors and lower level or employees were considered to be strata for this study.

The sample size for each stratum can be calculated using the following formula

$$N_i = \frac{n(S)}{N}$$

Where, N_i = size of sample for each strata
 n = total sample size, N = total population
 S =total number of population in each strata

Table 1: Sample Size Determination

Employee categories/ Stratas	Number of Employee in each stratum(s)	Sample of each stratum
Top Management/ Department Heads	8	2
Middle level Management/ Supervisors	56	10
lower level /line employees	520	99
Total Employee	584	111

Source: HR Statistical Data, 2016

The size of the sample in each stratum was determined in proportion to the size of the stratum, termed as proportional allocation like top management or department heads 1.8%, middle level management/ supervisors 8.6%, and lower level or line employees 89.60%.

Finally, the sample size for each stratum is selected using simple random techniques.

3.3 Types of Data and Tools of Data Collection

Both primary and secondary data types were collected. Primary data was collected through a structured questionnaire, interview and through physical observation of the researcher. The secondary data was gathered through reviewing annual reports, HR policy and procedure, employees' satisfaction survey report, employees exit interview survey report, the organizations quarterly bulletin MARIPost, Human Resources Manual of the organization, literatures, journals, previous researches and websites or internet.

3.4 Procedures of Data Collection

To conduct the study both primary and secondary data sources were used. The researcher prepares questioner and interview. Since the sample size is 111employees the researcher prepared the questioner by the same amount. After that the researcher requested the human resources

department of the study organization to provide him the list of each department managers, center heads, area managers, and field office heads which were found in his sample population and then together with the head of each departments and centers who are found in Addiss Ababa the questioners were randomly distributed to individual respondents which are found under them to minimize bias, for the area managers and filed office heads the questioners were sent for them through email for their response and any other willing respondents if they have under their supervision, there was also a chance of having some of them in Addis Ababa for the their quarterly meeting. While distributing each respondent were informed to complete the questioner at their earliest. The researcher by himself collects most the questioners from them and some of them provide to their supervisor. In addition, the researcher had nice interview time with the human resources manager of the organization and one other staff member under HR unit and also the researcher requested the head of the human resources department to provide him information that he can use as a secondary data at the end.

3.6 Methods of Data Analysis

The questionnaire was one of the main tools for collecting data from respondents in the study and also it is the main instrument for gathering the appropriate data. Data gathered from employees through questionnaire was edited for minor errors, coded and classified to have similar characteristics, and ready for analysis and organized, tabulated and put in frequency and percent using SPSS.

3.7 Ethical Considerations

Confidentiality and privacy are some of the most corner stone of field research activities in order to get relevant and appropriate data. The researcher assured the purpose of the research paper and confidentiality of any information gathered through questionnaire on the introductory part of the paper. During data gathering some respondents didn't show willingness to respond to the questionnaire but, the researcher approached and explained the purpose and assured the confidentiality and finally they were positive to give response.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with data presentation, analysis and interpretation. Thus, demographic characteristics of the respondents and data obtained on the practices and challenges of staff selection is presented and interpreted.

Among the distributed 111 questioners 2 for management, 10 for supervisors and 99 for line employees; management and supervisors returned all the questionnaires whereas 86 questionnaires from the 99 returned from the line employees. All in all 88% questionnaires were returned.

4.1 Demographic Characteristics of the Respondents

This section describes the frequency distribution of respondents' personal or demographic characteristics. Demographic characteristics like gender, age, marital status, education level, working experience and job category described by using frequency and percentage.

Table 2: Frequency Distribution-Demographic Characteristic of the Respondents

S. No	Item	Measurement	Freq.	Percentage	
				Valid %	Cumulative %
1	Gender	Male	54	55.1	55.1
		Female	44	44.9	100
		Total	98	100	-
2	Age	21 – 30	17	17.3	17.3
		31 – 40	42	42.9	60.2
		41 – 50	36	36.7	96.9
		51 – 60	3	3.1	100
		More than 61	-	-	100
		Total	98	100	
3	Marital Status	Single	42	42.9	42.9
		Married	56	57.1	100
		Divorced	-	-	100
		Widow	-	-	100

		Total	98	100	-
4	Educational Qualification	Certificate	1	1.0	1.0
		Diploma/ Level III/IV	24	24.5	25.5
		Degree	62	63.3	88.8
		Master	11	11.2	100
		Total	98	100	-
5	Working Experience	Less than 5 year	44	44.9	44.9
		6 – 10 years	28	28.6	73.5
		11 – 15 years	18	18.4	91.8
		16 – 20 years	6	6.1	98.0
		21 – 25 years	2	2.0	100.0
		Total	98	100	-
6	Job Category	Management	2	2.0	2
		Supervisor	8	8.2	10.2
		Line Employee	88	89.8	100.0
		Total	98	100	--

Source: Own Survey, 2016

The above table shows the summary of respondents' demographic factors. Accordingly, item 1 of the table indicates out of 98 respondents, 55.1% is male and the rest 44.9% is female. Based on the information, we can infer that the majority of respondents are male.

Item 2 of the table specifies age distribution of the respondents. As the result the greatest number, 42.9% of the respondents are in their 21 to 40 age group, followed by respondents aged 41 to 50 which is equal to 36.7 % and 21 to 30 which are equally 17.3% and the least group found age group 51-60 which is 3.1% of the respondents. Therefore, almost 60% of current employees of Maries Stopes International Ethiopia are less than age group of 40 years. So, the majority of current employees are young and mature active enough professionals.

Item 3 of the table also points toward the marital status of the respondents. Accordingly, 57.1% of the respondents currently working in the organizations are married whereas 42.9% are single.

Thus, based on the respondents response obtained, it can be possible to generalize that employees of the organizations are mostly married and being married may be advantageous for the organizational goal achievement because most of the time married employees are more serious than single employees in taking responsibilities.

Item 4 of the table is concerning the educational qualification of the respondents. Consequently, the largest numbers of the respondents are degree holders which is 63.3% of the respondents followed by diploma holder 23.8% and 11.2% of Masters holders whereas only 1% of the respondents is certificate holder. Depending on the respondents' response, one can conclude that the majority of employees in the organizations are professional.

Item 5 of the table is regarding the working experience or service years of the respondents in the organizations. It indicates that 43.6% of respondents have been working in the organizations for less than 5 years, 27.7% for 6 to 10 years, 17.8% for 11 to 15 years, 5.9% for 16 to 20 years, and only 2.0% of respondents has been working for greater than 20 years. Therefore, the majority of the respondents have been working for less than five years in the organizations.

Item 6 of the table is regarding the job category of the respondents in the organization. It indicates that 87.1% of the respondents are employees where as 8.2% supervisors and the rest 2% are top level managements.

4.2 Data Analysis Pertaining to the Study

This section is the data analysis pertaining to the study it presents the frequency distribution of respondents' opinion on different thematic areas. The data obtained from questionnaire and interview was treated in combination. In addition, the organization's staff selection policy would be analyzed with reference to the best practices and integrated with the analysis of questionnaire and interview data.

Each of them described by using frequency and percentage as captioned below.

4.2.1 Recruitment and Selection Practice

In this section responses obtained on the general consideration of recruitment and selection were presented and interpreted.

Table 3: Response on Recruitment and Selection Practices

S. No	Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	MSIE has clear policy and procedure of recruitment and selection.	11	11.2	24.9	25	44	45	16	16.3	3	3.1	98	100
2	HR Department strictly follows the policy and procedure in relation to staff selection.	11	11	24	24.5	44	45	16	16	3	3.1	98	100
3	The need for new recruitment always comes from human resources planning.	17	17	39	40	33	34	7	7.1	2	2	98	100
4	Vacant positions usually filled by recruiting a new employee.	2	2	9	9.2	34	35	39	40	14	14	98	100
5	MSIE performs job specification, and job description before advertising vacancies.	11	11	24	25	44	45	16	16	3	3.1	98	100
6	The selection procedure is nondiscriminatory regarding gender, appearance, race, and political affiliation	0	0	6	6.1	23	24	53	54	16	16	98	100

Source: Own Survey, 2016

As shown in the above table the first statement is regarding MSIE has clear policy and procedure of recruitment and selection majority of the respondents which is 44.9% of the them are not sure about there is policy and procedure of recruitment and selection, followed by 24.9 % and 11.2 % of respondents who are Disagree and Strongly Disagree respectively. On the other hand 16.3% of the respondents agree and 3.1% of them strongly agree that MSIE has a clear policy. Hence, from this figure we can conclude that the majority of the respondents are not aware whether MISE has clear recruitment and selection policy or not. From interview with the staff members under the Human Resources unit it was learned that MSIE has clear policy which is integrated under the human resources manual and being implemented starting from March 2012. Thus, we can say that MSIE has policy which the staff members are not aware of it, this can be an indication of lack of transparency in recruitment and selection practices, In addition, the necessary periodic refreshment trainings about the internal policy and procedure of the organization are not being given.

The second statement is about whether HR Department strictly follows the Human Resources Policy and Procedure in relation to staff selection practice or not. Accordingly, as indicated in the above table majority of the respondents which is 43.6 % are not sure about it followed by 24.5% and 11.2 % of respondents who disagree and strongly disagree about. On the other hand there are 16.3 respondents who agree and 3.1% who strongly agree that the unit follows the policy and procedure. Here it can be conclude that the majority of the respondents are not aware about the policy or they are not satisfied by the HR unit activity inline the proper practicing of the staff selection activities, possible reasons for this dissatisfaction are lack of consistency at implementation, lake of credibility, lack of transparent procedure at every step and the like.. From interview with the HR staff members it was learned that MSIE has clear policy of staff selection which is being practiced. However, there might be very rare inconstancy case due to work overload of the unit, in relation to this it was also mentioned that the staff members in the human resources unit are always engaged with the routine and unplanned activities, that couldn't allow them to do the recruitment and selection practice strategically.

The third statement is summary of respondents' response on the factor the source for new recruitment was also tried to be investigated with statement the need for new recruitment always comes from Human Resources Planning. Accordingly, Majority of the respondents 39.8% of them disagree about the case followed by 33.7% of the respondents who are not sure about the it and 17.3% of the respondents who strongly disagree. On the other hand, there are 7.1% and 2.0% of respondents who agree and strongly agree. From this we can understand that HRP is being performed in a very rare case in MSIE, majority of the recruitments are come for replacement purpose.

The fourth statement is on the factor vacant positions usually filled by recruiting a new employee which is raised to understand whether especial consideration is given for internal staff members or not. Accordingly, the above summery table shows majority of the respondents 39.8% of them are Agree followed by 34.7% which are not sure about it and 14.3% of them who strongly agree. On the contrary, 9.2% of the respondents disagree and 2.0 % of them strongly disagree about it. Therefore, from this we can conclude that MSIE doesn't give priority for its internal staff members at it selection practice, this might create high employee dissatisfaction.

The fifth statement about MSIE performs job description, and job specification. Accordingly, majority of the respondents 44.9% of them are not sure about followed by 24.5% of the respondents who disagree and 11.2 % of them who strongly disagree, on the other hand 16.3% of the respondents agree and 3.1% of them strongly agree. Therefore, from this we can understand that MISE doesn't consistently perform job description and job specification before advertising vacancies. Which is not a good practice because this is the only way in which organizations can determine the skills and knowledge to be possessed by the job holder.

The last statement shows the summary of respondents' response on the factor the selection procedure is nondiscriminatory regarding gender, appearance, race, political affiliation. Accordingly, out of 98 respondents majority of the respondents, which is 54.1%, agree that The selection procedure is nondiscriminatory followed by 23.5% respondents who are not sure about it and 16.3% respondents strongly agree and at last 6.1% respondents disagree. Therefore, based on the information we can conclude that the selection procedure is nondiscriminatory regarding gender, appearance, race, political affiliation. Which is very ethical, and very important for the organization image as well.

4.2.2 Vacancy Advertisement

Vacancy advertisements may be the first impression of a company for many people, and the first impression the firm makes goes a long way to determining interest in the job opening being advertised. Vacancy advertisements typically should have a uniform layout and contain the major elements: In this section responses obtained on the MSIE vacancy advertisement practices presented and interpreted.

Table 4: Response on Vacancy Advertisement Practices

S.No	Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	The vacancy advertisement provides sufficient information about the job.	0	0	6	6.1	36	36.7	45	46	11	11.2	98	100
2	The media used for the job vacancy advertisement is well known and have large coverage.	0	0	18	18.4	39	39.8	39	40	2	2	98	100
3	The application process for open vacancies is very easy, Efficient and courteous for all applicants.	0	0	17	17.3	38	38.8	43	44	0	0	98	100
4	The most of the time there is enough number of applicants pool from vacancy advertisements	0	0	17	17.3	31	31.6	35	36	15	15.3	98	100
5	The vacancy advertisement has its own consistent format which is applicable to all type of job vacancies	0	0	26	26.5	43	43.9	29	30	0	0	98	100

Source: Own Survey, 2016

The first statement shows the summary of respondents' response on the factor the vacancy advertisement provides sufficient information about the job. Accordingly, out of 98 respondent's majority of the respondents, which is 45.9%, agree that the vacancy advertisement provides sufficient information about the job followed by 36.7% respondents who are not sure about it and 11.2% respondents strongly agree that the vacancy provides sufficient information whereas 6.1% respondents disagree. Therefore, based on the information we can conclude that the vacancy advertisement of MSIE has provide sufficient information about the job and it contains the major elements.

The second item is the summary of respondents' response on the factor the medias that are used for the job vacancy advertisement are well known and have large coverage. Accordingly, out of 98 respondents those who are agree and not sure have the same number which is 39.8 respondents for each which holds the majority number from the respondents, followed by 18.4% respondents who disagree about the case and at last there are only 2% respondents who strongly agree. Therefore, from we can conclude that the Medias that are used for the vacancy ad are well known and has large coverage so that MISE has the possibility to get large number of applicant's pool from it vacancy advertisement.

The third statement is on the summary of respondents' response on the application process for open vacancies is very easy, efficient and courteous for the candidates. Consequently, out of 98 respondent's majority of them, 43.9 %, agree that the application process is very easy, efficient and courteous for the applicants followed by 38.8 % respondents who are not sure about the case and 17.3% respondents who disagree. Hence, from this we can also conclude that the application process of MSIE is very easy, efficient and courteous for the candidates/ Applicants. Therefore, since every willing applicant can summit his/ her application easily it increase the number of applicants.

The fourth statement is about the application pool. Consequently, for the point most of the time there is enough number of applicants pool from vacancy advertisements majority of them, 35.7%, agree that there is enough number of applicants pool from vacancy advertisement, followed by 31.6% respondents who are not sure about the case, and 17.3%(17) respondents who disagree finally there are also 15.3% respondents who strongly disagree. Hence, from this we can also conclude that most of the time there is enough number of applicants pool from vacancy advertisements therefore, has no as such problem in having enough number of applicants pool for one position.

The last statement is on the factor, the vacancy advertisement has its own consistent format which is applicable to all type of job vacancies. Consequently, out of 98 respondents majority of them, 43.9%, are not sure about the format whereas 29.6% agree and 26.5 % of them disagree that the vacancy advertisement doesn't have a consistent format. Hence, from this we can conclude that even though MSIE has a format for its vacancy advertisement they may not be consistently used or it is not applicable to all type of positions.

4.2.3 Short Listing

In order to reduce a list of candidates from larger list there should be a proper practice that is to be followed, accordingly in this section responses obtained on the short listing practice were presented and interpreted.

Table 5: Response on short listing practices

S.No	Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	The panel member for short listing is always represented by three and above members from the HR, the hiring and other relevant units.	0	0	7	7.1	28	28.6	63	64.3	0	0	98	100
2	The short listing is always done based on the policy and strictly follows the requirements indicated on the vacancy ad/ terms of reference of the post.	0	0	21	21.4	30	30.6	47	48	0	0	98	100

Source: Own Survey, 2016

The first statement is the number of panel members. Consequently, summary of respondents' response on the factor that panel member for short listing is always represented by three and above members from the Human resources, the hiring and other relevant units shows majority of the respondents 64.3 % agree that short listing is done in group followed by 28.6% of respondents who are not sure about it and 7.1% of respondents who disagree. For this we can conclude that, the short listing is done in group which is very good for transparency and to give equal chance for every candidates who are applied for the post.

The second factor is on short listing is always done based on the policy and strictly follows the requirements indicated on the vacancy ad/ Terms of Reference of the post. Accordingly, majority of the respondents 48.0 % agree that the short listing is always done based on the policy and strictly follows the requirements indicated on the vacancy ad/ Terms of Reference of the post and 30.6 % of the respondents are not sure about it whereas 21.4% of the respondents are disagree. From this

we can generalize that the short listing is done based on the requirement set. On the interview with HR staff members it is indicated that the short listing is done by comparing each candidates qualification with the requirements set out in the person specification and given a score through a pre-set scoring system, which is acceptable practice.

4.2.4 Selection Test

Testing is an important device of screening employees for further selection, accordingly in this section responses obtained on the selection test practice were presented and interpreted.

Table 6: Response on selection test practices

S.No	Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	The selection tastes were relevant to the job you have applied at your first employment in MSIE	0	0	13	13.3	33	33.7	38	38.8	14	14.3	98	100
2	The selection tests were administered strictly not to create room for irregularities.	18	18.4	39	39.8	27	27.6	14	14.3	0	0	98	100
3	Selection questions were appropriate to measure the knowledge, skills and abilities that are required for the open position.	0	0	16	16.3	28	28.6	35	35.7	19	19.4	98	100

Source: Own Survey, 2016

As shown in the above table the first statement is about the relevancy of the applied selection test on the first employment. Accordingly, summary of respondents' response on the factor that the selection tastes were relevant to the job you have applied at your first employment in MSIE. Shows out of 98 respondent's majority of them, 38.8%, are agree about case followed by 33.7% who are not sure about it, and 14.3% who strongly agree about it on the other hand finally there are also

13.3% respondents who disagree. Hence, from this we can also conclude that most of the time selection tests are relevant to the job which is going to be filled.

The second statement is on the factor that the selection tests were administered strictly not to create room for irregularities. Accordingly, majority of the respondents 39.8 % Disagree that selection tests are not administered strictly not to create room for irregularities followed by 27.6 % of the respondents who are not sure about it and 18.4% who strongly disagree. On the other hand, there are 14.3 % of respondents who are agree. From this we can understand that there is gap in the test administration practice of MSIE which needs strict attention.

The final statement is on the appropriateness of selection questions to measure KSA of open positions. Accordingly, respondents' response on the factor that Selection questions were appropriate to measure the knowledge, skills and abilities that are required for the open position indicates out of 98 respondents, 35.7%, are agree about case followed by 28.6% who are not sure about it, and 19.4% who strongly agree about it. On the other hand, there are also 16.3% respondents who disagree. Hence, from this we can conclude that selection questions are appropriate to measure the knowledge, skills and abilities that are required for the open position.

4.2.5 Interview

Interview is one of the methods of employee selection, as a result in this section responses obtained on MSIE interview practice were presented and interpreted.

Table 7: Response on interview practices

S.No	Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	There is always structured interview to address consistent question for each candidates.	19	19	30	31	25	26	24	25	0	0	98	100
2	You were asked about the knowledge, experience and characteristics, interest that are relevant to the open position.	0	0	16	16	28	29	35	36	19	19	98	100
3	The type of interview was group interview when you were recruited.	0	0	4	4.1	13	13	45	46	36	37	98	100
4	The interview was very interactive and you were given a fair and thorough hearing on your first interview.	0	0	21	21	30	31	47	48	0	0	98	100

Source: Own Survey, 2016

The first statement on the consistency of the questions for each candidates for one post. Accordingly, the summary of respondents' response on the factor there is always interview protocol/Structured interview to address consistent question for each candidates shows out of 98 respondents, 30.6%, are disagree about the case followed by 25.5% respondents who are not sure about it, and 19.4% who strongly agree about it. On the other hand, there are also 24.5% respondents who disagree. Hence, from this we can conclude that most of the time is no structured interview which is able to address consistent question for each candidates.

The Second statement is on respondents' response on the factor you were asked about the knowledge, experience and characteristics, interest that are relevant to the open position. Consequently, out of 98 respondents, 35.7%, are disagree about case followed by 28.6% respondents who are not sure about it, and 19.4% who strongly agree about it. On the other hand, there are also 16.3% respondents who disagree. Hence, from this we can conclude that the interview questions are very relevant to address the knowledge, experience and characteristics, interest that are relevant to the open position.

The Third statement is on the type of interview, to identify whether it is group interview or one to one. Accordingly, respondents' response on the factor type of interview was group interview when you were recruited shows out of 98 respondents, 45.9 % and 36.7% of respondents are agreed and strongly agreed respectively followed by 13.3% of the respondents who are not sure. On the other hand, 4.1% of the respondents disagree. Therefore from this we can conclude that the interview type is dominated by group interview which include three interviewers in most cases.

The last statement is about the interview environment, accordingly, summery of respondents' response on the factor the interview was very interactive and you were given a fair and thorough hearing on your first interview indicates out of 98 respondents, majority of the respondents, 48.0%, agreed that the interview was very interactive followed by 30.6 % of the respondents who are not sure and 21.4% of responds who disagree. Accordingly, from this we can conclude that most of the time the interview creates friendly environment for interviewees.

4.2.6 Pre-Employment Checkup

Two type of pre- employment checkups were tried to be covered in this part; one is professional reference checkup, which is used to get further information that verifies the accuracy and objectivity of applicant’s credentials, claims and pervious work history. The second one is entry on duty medical checkup, which is used to determine whether an applicants is physically and mentally capable to perform the work. Accordingly, in this section responses obtained on Pre-employment practice were presented and interpreted.

Table 8: Response on Pre-employment checkup practices

S.No	Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	Minimum three reference were checked when you were recruited.	19	19	30	31	25	26	24	25	0	0	98	100
2	You were requested to go through medical checkup when you were recruited	86	88	3	3.1	10	10	0	0	0	0	98	100

Source: Own Survey, 2016

As indicated in the above table, the first statement shows the summary of respondents’ response on the factor minimum three reference were checked when you were recruited. Consequently, out of 98 respondents, 30.6%, are disagree about case followed by 25.5% respondents who are not sure about it, and 19.4% who strongly agree about it. On the other hand, there are also 25.5% respondents who disagree. Hence, from this we can conclude that most of the time reference are not consistently checked at the time of employment.

The second statement is regarding the entry on duty medical checkup, accordingly as shows in the above summary of respondents’ response on the factor you were informed to go through Medical Checkup when you were recruited indicates out of 98 respondents, majority of the respondents which is 87.75% strongly disagree followed by 10.20 % of respondents who are not sure about it and there are also 3.06% of respondents who disagree. Accordingly form this figure we can

understand that MSIE is not conducting entry on duty medical assessment when new employees are recruited.

4.2.7 Selection Decision

Selection decision is the final decision on selecting the preferred candidate. Accordingly, in this section responses obtained on selection decision were presented and interpreted.

Table 9: Response on selection decision practices

S.No	Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	There is always the immediate supervisor of the recruit at the time of selection decision	0	0	16	16	28	29	35	36	19	19	98	100
2	Selection decision is always done Based on the average / aggregate result of the selection panel members.	0	0	21	21	30	31	47	48	0	0	98	100

Source: Own Survey, 2016

As captioned in the above table the first statement is regarding the involvement of the recruit immediate supervisor on selection decision. Accordingly, the summary of respondents' shows out of 98 respondents, 35.7% , are agree about case followed by 28.6% who are not sure about it, and 19.4% who strongly agree about it. On the other hand, there are also 16.3% respondents who disagree. Hence, from this we can conclude that even though it is not consistently followed most of the time immediate supervisors are involved at the time of selection decision.

The second statement is on the factor selection decision is always done based on the average / aggregate result of the selection panel members. Accordingly, out of 98 respondents, majority of the respondents, 48.0%, agreed that the selection decision is always done based on average/ aggregate results followed by 30.6 % of the respondents who are not sure and 21.4% of respondents who disagree the case. Accordingly form this we can conclude that most of the time selection decisions are made based on the average result of the selection panel members.

4.2.8 Challenges

There are various external and internal factors which affect the staff selection practices of any organization. For that reason, responses obtained from the challenges / factors affecting staff selection practices are presented.

Table 10: Response on Challenges/ Factors which affect the staff selection practices

S.No	Statements	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
		F	%	F	%	F	%	F	%	F	%	F	%
1	There are internal challenges/ factors which affect the selection practice like, Shortage of manpower and lack of understanding policy the policy in relation to HR Unit.	19	19	30	31	25	26	24	25	0	0	98	100
2	There are external challenges/ factors like labor market condition, and government policy which affect the selection practices.	0	0	18	18	39	40	39	40	2	2	98	100

Source: Own Survey, 2016

As shown in the above table, the first statement is in relation to the internal factors or challenges which affects the staff selection practices of MSIE. Accordingly, majority of the respondents, 31%, of them disagree the case and 19% of them strongly disagree, while 25 % of the respondents agree that there are internal challenges and 26 % of them have no information or are not sure about the challenges. From the interview, it was learnt that the unit has been understaffed since long period of time and they consider this as one of the internal challenge that hinder them for consistency, the second point that was raised was the geographical location of the organization.

The second statement is regarding the external challenges, accordingly as shows in the above summary of respondents' response on the factor there are external challenges/ factors like labor market condition, and government policy which affect the selection practices indicates majority of the respondents which is 40% agree that there are an external challenges followed by 39% of the respondents who are not sure about it and 18 % of the respondents who disagree. At the end there

are also 2% of respondents who strongly agree. Accordingly from this we can learn that there are external challenges which are affecting the staff selection process. On the interview, shortage of manpower in the market for some specific positions which requires especial skill like Gynecologist were raised as a challenge. In addition, for higher level post, director level, lack of qualified and experienced peoples in the market are raised as a challenge which is called selection ratio problem.

CHAPTER FIVE: SUMMARY, RECOMMENDATIONS AND CONCLUSION

This chapter presents the summary of the results and the findings based on the analysis conducted throughout the entire study. This research work has attempted to study the practices and challenges of recruitment and selection at MSIE. Hence, based on the data discussions, analysis and interpretation the following summary of major findings, conclusion and recommendation are presented here under.

5.1 Summary of Major Findings

The main aim of this study is to examine the practice and challenges of staff selection at MSIE. Based on that the following research results are found.

- MSIE has Staff selection policy but most of the respondents are not aware of it.
- Especial considerations are not given for internal staff members at selection process, accordingly they are treated equally with the external candidates.
- MSIE has clear policy of staff selection which is being practiced. However, there are very rare cases for inconstancy, which are done out of procedure due to some government and senior management or head quarter intervention.
- The staff selection procedure of MSIE is nondiscriminatory.
- The vacancy advertisement is found effective which presents all the necessary information about the vacant post.
- The vacancy advertisement is being released on the media that has better media coverage and it has also consistent format for all type of job vacancies but it is best for all type of posts.
- Application process is also found very easy for every level of candidates, which is good to have good number of applicants' pool.
- Short listing is done in group based on the criteria's set out in the specification, and given a score through a pre-set scoring system. However, this practice is not consist.
- It is found that most of the time practical or written selections tests are not given, plus even if they are given they doesn't have any concrete value in the selection decision.

- It is found that even though the selection tests are relevant to the job, they are not being administered to restrict room for irregularities. In addition to that, most of the time selection tests are not found impractical to identify all the required KSA`s for a job because there are no practical exams given.
- The interview type was dominated group interview which include three interviewers in most cases. But, most of the time the interview questions are not structured one which creates inconsistency. However, interview was effective that include relevant KSA`s and create friendly environment for interviewees.
- Even though it is not consistently followed most of the time immediate supervisors are involved at the time of selection decision. Together with that, most of the time selection decisions are made based on the average result of the selection panel members
- Finally, the shortage of manpower in the market for some specific positions like Gynecologist, lack of qualified and experienced peoples in the market for higher level posts and the under staffing issue of the HR unit itself are the only major challenges which are mentioned.

5.2 Conclusions

The following conclusions are drawn based on the basic research questions and the set research objective.

- Even though it is not consistently being followed by the human resources unit, MSIE has staff selection policy integrated in the human resources manual. However, most of the staff members don't have the awareness about the policy, which shows the lack of transparency and lack of refreshment trainings for staff members.
- The staff selection practice fails to include significant steps like selection test and medical test and feedback to unsuccessful candidates. In addition, professional reference checks are being done randomly for selected positions, most of the time for higher level positions.
- The staff selection practices of MSIE are not comprehensive enough to include all the accepted staff selection principles. All the staff selection techniques and procedures are not pursued at each stage which limits the capability to recruit best candidate and ensure best employer brand.
- The shortage of manpower in the market for some specific skill requiring positions like Gynecologist, Geographical location of the organization, lack of qualified and experienced

peoples in the market for higher level posts and the under staffing issue of the HR unit for a long period of time are the challenges which are discovered.

5.3 Recommendations

In view of the above conclusions drawn from the findings, the following recommendations were made to contribute to the practices of Staff Selection of MSIE. The integral benefits of the identified recruitment and selection practices cannot be overlooked; nevertheless, the following recommendations must be well noted.

- The staff selection policy of MSIE need to include strategic objectives which is not only aimed to select the best candidate but it need to be more strategic in building a good employer brand, considering special group interest, and state the role of the institution as equal opportunity employer.
- The selection practice of MSIE needs to be consistent with its selection policy and best practices. The policy need to match to the accepted practices of staff selection and the recruiting body has to follow the procedure firmly.
- Ensure that workers of your organization or any person engaged in recruitment or selection is aware of the policies and trained in how to interview and select in an unbiased fashion.
- Formal staff selection policies would help the organizations in attracting internal and external candidates in filling any vacant position. Existence of formal policies can also improve the transparency and accountability in staff selection. Policies should also be changed in course of time.
- Before any recruitment and selection practices implementation job analysis to determine job description, job specification, and job evaluation. Through proper job analysis, organizations will be able to fix up the specific duties and responsibilities of every employee. Job analysis will help in determining skills and knowledge to be possessed by the employees to hold various positions. It will also facilitate in providing effective compensation packages to the employees.
- The organization should study workload of the human resources unit and take the necessary action. In addition, the organization should check the media that are used to advertise the vacancy in order to overcome the challenges related with labor market, because the type of the media to be used depends on the nature of the job.

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Appendices


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

Questionnaires to be filled by Employees of Marie Stopes International Ethiopia

Dear respondents;

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

NB.

 No need of writing your name.

Thank you in advance for your cooperation!

Part-I: Demographic Information of Respondents

Instruction: - Encircle the letter of your choice.

1. Sex

A. Male B. Female

2. Age (Years)

A. Less than 20 B. 21-30 C. 31-40 D. 41-50 E. 51-60

F. More than 61

3. Marital status

A. Single B. Married C. Divorced D. Widow

4. Education Level

A. Certificate B. Diploma C. Degree D. Masters

5. Work Experience

- A. Less than 5 years B. 6-10 years C. 11- 15 years D. 16-20 years
 F. More than 25 years

6. Job category

- A. Management position B. Supervisor position C. Employee

Part-II: General Questions:

Instruction: - Put the [✓] mark in the box provided.

1. The following statement relates to the general recruitment and selection practice of your organization.

Please indicate your level of agreement/disagreement by ticking [✓] in the box for your exact feeling based on the scale below.

N.B:-

- 1= Strongly Agree 2= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

No.	Statements on recruitment and selection practice	Scale				
		1	2	3	4	5
1.1	MSIE has clear policy and procedure of recruitment and selection.					
1.2	Vacant positions usually filled by recruiting new employees					
1.3	Human Resource Department strictly follows the policy and procedure.					
1.4	The selection procedure is nondiscriminatory regarding gender, appearance, race, political affiliation etc.					
1.5	The need for new recruitment always comes from Human Resources Planning.					
1.6	MSIE performs job analysis (i.e. duties, responsibilities, skills etc required for a particular job) and job evaluation before advertising vacancies.					

2. The following statement relates to recruitment practice in relation to vacancy advertisement at your organization.

Please indicate your level of agreement/disagreement based on the below scale by putting a tick [✓] in the box provided.

N.B:-

1= Strongly Agree 2= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

No.	Statements on vacancy advertisement.	Scale				
		1	2	3	4	5
2.1	The vacancy advertisement provides sufficient information about the job.					
2.2	The Media Used for the Job Vacancy Advertisement is well known and have Large Coverage.					
2.3	The application process for open vacancies is very easy, efficient and courteous for the candidates.					
2.4	There is Enough Number of Applicants Pool from Vacancy Advertisements.					
2.5	The vacancy advertisement has its own consistent format which is applicable to all type of job vacancies.					

3. The following statement relates to the effectiveness of selection practice in relation to short listing at your organization.

Please indicate your level of agreement/disagreement based on the below scale by putting a tick [✓] in the box provided.

N.B:-

1= Strongly Agree 2= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

No.	Statements on short listing.	Scale				
		1	2	3	4	5
3.1	Panel member for short listing is always represented by three and above members from the Human resources, the hiring and other relevant units.					
3.2	The short listing is always done based on the policy and strictly follows the requirements indicated on the vacancy ad/ terms of reference of the post.					

4. The following statement relates to the effectiveness of selection practice in relation to selection test at your organization.

Please indicate your level of agreement/disagreement based on the below scale by putting a tick [v] in the box provided.

N.B:-

1= Strongly Agree 2= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

No.	Statements on selection test	Scale				
		1	2	3	4	5
4.1	Selection tastes were relevant to the job you have applied at your first employment in MSIE.					
4.2	The selection tests were administered strictly not to create room for irregularities.					
4.3	Selection questions were appropriate to measure the knowledge, skills and abilities that are required for the open position.					

5. The following statement relates to the effectiveness of selection practice in relation to selection interview at your organization.

Please indicate your level of agreement/disagreement based on the below scale by putting a tick [v] in the box provided.

N.B:-

1= Strongly Agree 2= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

No.	Statements on selection interview	Scale				
		1	2	3	4	5
5.1	There Is Always Structured Interview to Address Consistent Question For Each Candidates					
5.2	You were asked about the knowledge, experience and characteristics, interest that are relevant to the open position.					
5.3	The Type of Interview Was Group Interview When You Were Recruited.					
5.4	The Interview was Very Interactive and You Were Given a Fair and Thorough Hearing on Your First Interview					

6. The following statement relates to the effectiveness of selection practice in relation to pre-employment checkups at your organization.

Please indicate your level of agreement/disagreement based on the below scale by putting a tick [v] in the box provided.

N.B:-

1= Strongly Agree 2= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

No.	Statements on pre-employment checkups	Scale				
		1	2	3	4	5
6.1	Minimum three Reference were Checked when you were Recruited.					
6.2	You were requested to go through Medical Checkup when you were recruited					

7. The following statement relates to the effectiveness of selection practice in relation to selection decision.

Please indicate your level of agreement/disagreement based on the below scale by putting a tick [✓] in the box provided.

N.B:-

1= Strongly Agree 2= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

No.	Statements on Selection Decision.	Scale				
		1	2	3	4	5
7.1	There is Always the Immediate Supervisor of the Recruit at the time of Selection Decision					
7.2	Selection Decision is Always Done Based on the Average / Aggregate Result of the Selection Panel Members.					

8. The following statement relates to the challenges in relation to selection practices at your organization.

Please indicate your level of agreement/disagreement based on the below scale by putting a tick [✓] in the box provided.

N.B:-

1= Strongly Agree 2= Agree 3= Neutral 4= Disagree 5= Strongly Disagree

No.	Statements on Challenges	Scale				
		1	2	3	4	5
8.1	There are internal challenges/ factors which affect the selection practice like, Shortage of manpower and lack of understanding policy the policy in relation to HR Unit.					
8.2	There are external challenges/ factors like labor market condition, and government policy which affect the selection practices.					



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Committed to Excellence

**SCHOOL OF GRADUATE STUDIES
MA IN BUSINESS ADMINISTRATION (MBA)
DEPARTMENT OF GENERAL MANAGEMENT
MBA PROGRAM**

Interview Questionnaires with Human Resource Manager, and selected department heads.

1. Do you think that MSIE has clear policy and procedure for staff selection? If yes, do you think that every staff member is aware of the policies?
2. Where does the need for recruitment and selection come from? Is it initiated by the vacant positions created due to different reasons or HRP?
3. Is there a job analysis for every positions?
4. What are the staff attraction mechanisms that MSIE use to have good number of applications from the vacancy advertisement?
5. Do you think that the short listing mechanism of MSIE is totally free from any bias and any room for misusing?
6. Do you think that the selection process of MSIE is very relevant for every positions and free from misusage?
7. What are the major challenges that MSIE is facing in relation to staff selection?

Statement of Declaration

I Michael Tesfaye, hereby declare that the work entitled Practice and challenges of staff selection in the case of MarieStopes International Ethiopia is the outcome of my own effort and study and that all sources of materials used for the study have been acknowledged. I have produced it independently except for the guidance and suggestion of my Research Advisor Shoa Jemal (Ass. Prof). This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the award of Master degree in Business Administration.

Michael Tesfaye
St. Mary's University, Addis Ababa

Signature
June, 2016

Letter of certification

This is to certify that Michael Tesfaye has carried out this project work on the topic Practice and Challenges of Staff Selection in the case of Marie Stopes International Ethiopia under my supervision. This work is original and suitable for the submission in partial fulfillment of the award of Master Degree in Business Administration.

Shoa Jemal (Ass Prof)
Research Advisor
St. Mary's University, Addis Ababa

Signature
June, 2016