

Employee Recruitment and Selection Practices in Oromia Region (The case of EEPKO of Adama Branch)

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Abstract

The study was attempted to assess recruitment and selection on the organizational performance in EEPKO of Adama branch. The main objective of the study was to assess the role of employee recruitment and selection on the organizational performance in case of EEPKO of Adama branch. Identify major problem areas and suggest suitable solutions and recommendation to improve recruitment and selection practice. The study was used primary and secondary sources of data to attain the above objective. The primary data was collected directly from the employees of the organization by using unstructured interview and observation. Secondary sources are books, research finding recorded document and annual reports of the organization. Finally, the collected data was analyzed and interpreted using statistical techniques such as tabulation and percentages then recommendation and conclusion analysis were made.

The study reveals the organizations police and principles of recruitment is that they use both internal and external source of recruitment. EEPKO of Adama branch head office uses different alternatives to recruitment the rate how the organization focus on alternatives to recruitment is medium and the organization uses contingent worker more than other alternatives. The most factors that affect the organization recruitment process are working condition and labor market from internal and external respectively. External recruitment has some problem for the organization because of that it needs long training and the related cost. Even though EEPKO organization of Adama branch makes different recruitment and selection activities to feel the vacancy position, the process the way and the methods it uses are ineffective that makes them less performed or such activities brings nothing growth to the organization.

Key Words: *Recruitment and Selection*

Introduction

In today's organization of the world human resource planning in the starting point of deciding whether calling of new application to the organization in needed or not needed. Recruiting and selecting the most qualified employees is the most and the key determinates of the organizational capacity to build and achieve its goal. There for we can define recruitment it is the process of generating a pool of candidates for particular job (Luis, 1995).

Selection is the process of making decision about hire or no hire regarding each applicant for the job. Both recruitment and selections are the process by organization finds and choose the most qualified worker among those applicants in the most critical task in any either in developing country as in developed countries even in the world. Most people would agree that the most qualified candidates should be hired or promoted. But in the long run, hiring the most qualified candidates contributes tremendous difference to the organizational effectiveness and bottom like performance.

Since the growth and complexity of the organizations are increasing from time to time, effective human resource planning, employee recruiting and selecting process should be carefully analyzed in advance that to day before. There fore, when an organization are decided to recruit and collect new application, it is mandatory they should have to think that selecting and hiring the best qualified worker is the back bone of their productivity and profitability. With this background this research was.

Electric power was introduced to Ethiopia in the age 49th century, during the regime of Minilik. The first generator was said given to Minilik around the year 1998 to light the palace. In addition to the use of generators, Minilik got constructed the first hydro power plant on kaki river in the year 1912 in order to supply power to small factories that had been established in Addis Ababa. Constantly, the power supply that had been limited to small factories and the palace was extended to public places and major roads in the vicinity of the palace after the Italian was driven out of Ethiopia in the 1941, an organization enemy poverty administration was established and took over along with other activities the generation and distribution of power to the public.

The purpose of Ethiopia Electric light and power Authority was to engage in the business of production, transmitting and selling of electric energy to the public of Ethiopia and carry on any other lawful business incidental or appropriate here to which is calculated directly or indirectly to promote the interest of authority or to enhance the Value of its properties. At the time of its establishment, the capital of authority was ten million Ethiopia dollars each. It was also determined that the board of directors appointed by the government shall exercise all the power of the authority.

In addition to this, it was also determined that the head office of the authority would be in Addis Ababa, which branch offices at a different places as necessary. At that time, the annual electricity production capacity was 35 GWH while the number of customers was 12,500.

In order to accommodate the new changes in the environment the Ethiopian electric light and power Authority (EELPA) was transformed to the Ethiopian electric power corporation (EEPCO) by reorganizing its functions on the basis of the principle of commercialization and decentralization.

In order to provide quality service delivery, EEPCO, has formulated a clear goals and objectives which would enabled it to satisfy the customers need and plays its role on the market. Goal and objectives, to bring institutional change by implementing the capacity building program and to increase the generation capacity to ensure adequate and reliable power supply by implement the generation program.

In our to days business world every organization whose aim is doing business and, those whose productivity in depend on their successive human resource planning. It enforce them to recruit and select employees which is the determinates of organization performance (Mandy, 1999).

In the recent business world, the most valuable asset of a company is its human capital by recruitment and selection process companies' were gets skilled labor to fulfill objective. And also developing effective manpower selection has been recognized and corner stone for any organization. An effective recruitment and selection process generate the best pool of talent and helps employer find employees who are good matches with the company. Hiring wrong people negatively affects many aspects of daily business productivity (Mandy, 1999).

Recruitment, selection and placement are key functions within any organization. The organization recruits and retains staffs that possess the necessary skills, aptitudes and adaptability to enable the organization to meet its objectives. The administration is now operating in an environment which require efficient and quality of service that can bring satisfaction to the public. Thus negative consequence of a poor requirement process speaks volumes about its role in an organization.

Therefore, the point of investigation of this research paper, which the researcher are intended to make, is generally to study the recruitment and selection policies and procedures, selection methods practiced in EEPCO. Moreover, the researcher tried to address such as; how the administration recruits high talented, competent and multicultural individual and how the administration attract and select applicants in line with the organization and functional objectives by taking internal and external factors that would limit recruitment process.

The study wants to bridge the gap by answering the following researcher questions

- ✓ What are employee's selection criteria mostly applying currently by the organization?
- ✓ What type of policies and principles it asses for the purpose of employee recruitment?
- ✓ What are the major factors or problems that affect the organizational recruitment and selection process?
- ✓ How can external recruitment affect the senior employee?

Objectives of the study

- ✓ To asses policies and principles of EEPCO organization currently apply on employee recruitment and selection.
- ✓ To identify problems related to employee recruitment and selection in the organization.
- ✓ To asses the organizations performance that affect its recruitment and selection of new worker.
- ✓ To asses major employee selection criterions currently apply in the organization.

Significance of the study

- ✓ The researcher will get experience to do better than when he required doing other researchers and individuals can benefit as reference and document.
- ✓ The study also provide use full information for the corporation (EEPCO) in Adama Branch perform well by considering its performance for failure or encourage them to do all the best to increase the qualification of the human resource planning.

Research Methodology

Primary data sources are the most valuable to address this particular research which was collected directly from the employees of the organization. Secondary data is also has great contribution for the definition of research problem. Therefore, the most common sources of secondary data are books, research finding recorded document and annual reports of the organization. To address this particular this term paper data was collected by using unstructured interviews and observations from higher official so as to get the general over view about organization.

Discussion and Results

Interview data is the second primary data that the researcher used to complete this particular study. This data was collected by conducting a face to face interview with the human resource manager in the form of question and answer from EEPCO organization Adama branch head office and the data provide you with the information collected from the manager word of mouth. Then, the researcher analyzed these raw data that was collected from the manager's.

Interview Q(1) What are the main recruitment methods your organization's follow?

The researcher was collected the necessary information or data's by interviewed with the human resource manager of the organization's head office. As the information shows the manager EEPCO uses different recruitment methods among this bullet board announcement and mass Medias. Specially most of the time they use news paper to advertise vacancy position that provide it with a pool of applicants and in turn to enables them to get the most qualified employees.

Interview Q(2) What are your alternative selection criteria's?

There are different criteria alternatives for employee selection like their cumulative education result (CPA), interview examination that help them to remove the least qualified or unproductive applicant immediately.

Interview Q(3) What are main factors affecting employee recruitment in your organization?

The human resource manager of the head office responded that experience and personal characteristics, can affect employee recruitment. External recruitment also affect the existing employees because the organization have the only chance forced to recruit from external when it couldn't get the qualified employees from the existing employees that can feet the required criteria's for the open position and finally from a number of factors that affect the recruitment are residential place of the organization and the organization pay less salary for new employees are some of the most factors that currently affecting the organizational recruitment process.

Interview Q (4) What are the selection procedures of your organization?

According the interview made with higher official there are many procedures the organization follows to select the best employees among them.

- Deciding who will be involved in the selection process and developing selection criteria.
- Determining assessment strategies and developing an evaluation form.
- Developing interview questions to be asked of all candidates.
- Developing candidate specific questions.
- The supervisory interview
- Realistic job preview
- Making the hiring decision
- Candidate notification
- Evaluating the selection process all those listed procedures are the organization's selection process the human resource manger head office of EEPCO Adama branch respond.

Conclusions

Under this sub topic, the researcher want to put the conclusion of this particular study and forward to the readers there fore the conclusion statements are written as follows as per the data collected and analyzed from EEPKO organization Adama branch.

- The organizations police and principles of recruitment is that they use both internal and external source of recruitment.
- EEPKO of Adama branch head office uses different alternatives to recruitment the rate how the organization focus on alternatives to recruitment is medium and the organization uses contingent worker more than other alternatives.
- The most factors that affect the organization recruitment process are working condition and labor market from internal and external respectively.
- External recruitment has some problem for the organization because of that it needs long training and the related cost
- A pool or largess of applicants affecting the organization selection criteria such as formal education, experience, personal characteristics and physical characteristics
- The organization does not providing equal chance of being selected for all applicants. There is a discriminations interms of friendly, blood relationship and give priority for women.
- The rate how the organizations focus or give attention to selection criteria such as formal education, experience and back ground investigation are high, medium and medium respectively. The organization uses different recruitment methods such as bullet in board and especially it uses new paper advertising. This organization pay less salary range new employees relatively from the existing employees.
- Even though EEPKO organization of Adama branch makes different recruitment and selection activities to feel the vacancy position, the process the way and the methods it uses are ineffective that makes them less performed or such activities brings nothing growth to the organization.

Recommendations

- The manager should give them education opportunities and must promote all diploma holders to degree holders in order to make the organization highly per formed.
- The manager of this organization should have to permanent worker and should avoid contingent worker which do not bring sustainable performance for the organization.
- The manager of this organization should avoid factors affect from internal organization like working condition and must provide employee's safety, security and employee insurance.
- The manager of this organization should avoid the major external factors that affect employee recruitment process that is labor market by adapting and by paying market based salary.
- The manager of this organization should focus and must give high attention for internal recruitment because external recruitment need long training and cost.
- The manager should avoid and reduce the factor from pool of applicants by using preliminary interview and removing immediately those applicants with least qualified applicants to safe time and to screen the rest carefully.
- The organization or manager should not use physical characteristics as selection criteria because qualified applicants must be measured in terms of their creativity of new technology, thinking ability and their efficiency.
- The manager should provide equal selection opportunities for all applicants to be selected as per their quality and must avoid the selection methods related blood relation ship friend ness and giving priority for female applicants because employees hired by such unfair selection method can bring nothing performance for the organization and they are costly for the organization.
- The manager should avoid using applicant's background investigation for employee selection process because they misrepresent their background and qualification.
- The management must avoid the unbalanced payments for existing and new employees having the same status because they may feel discrimination and not do the job as per their ability.

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Acronyms

EEPCO- Ethiopian electric power corporation (EEPCO)
EELPA- Ethiopian electric light and power Authority

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