Innovations

Practices and challenges of human resource management in Robe town: a case study of three selected organizations

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Abstract

Human Resource is the most important asset for any organization and it is the source of achieving organizational excellence. Managing human resources is very challenging as compared to managing technology or capital and for its effective management; organization requires effective HRM system. In order to develop a sound HRM system, the organization should have effective HRM practices. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals (Schuler & Jackson, 1987; Schuler & MacMillan, 1984; Wright & Snell, 1991, cited in Tiwari, 2012).

1. Introduction

Armstrong (2006) states that HRM is defined as a strategic and coherent approach to the management of an organization's most valued assets that is the people working there to contribute to the achievement of the objectives of the organization individually and or collectively. HRM functions includes such things as: job design, human resource planning, recruitment and selection, orientation, training and development, promotion, transfer, safety and health, performance evaluation, compensation, human resource research, employee relation and collective bargaining, employee discipline and retirement.

Effective HRM practices may bring a number of benefits to the organization such as: contributing to the achievement of organizational goals and objectives,improving potential of the organization to be responsive,

provision of quality services, and improve organizational performance by increasing employees skills and abilities as well as promoting positive attitudes and increasing motivation and providing employees with expanded responsibility so that they can make full use of their skills and abilities (Patterson et al., cited in Cooke, 2000).

1. Research Design and Methodology

Robe Town is about 430km away from Addis Ababa. It extends from 8º13'N to 8º 23'N latitude and from 38º-03' to 38º 18'E longitude.

The Town is surrounded by Sinana Woreda. It shares boundaries with all direction with sinana district. According to the traditional classification of climate, almost 100% of the Town's area is classified as Woyna Dega. The mean annual temperature and rainfalls are 19.2^{0}c and 1404.7mm, respectively. The altitude of the town lies between the ranges of 2400 to 2600 meter above sea level.The town has an area of 1020.2 km^2, which is about 0.027 percent of the area of the country. The town has three kebele's known as Odaa Robe, ChaffeDonsa and BahaBiftu. The major economic activity in the town includes trade, manufacturing and service. The total population of the town is about 161,666 live in the town (BoFED 2007:11).

2. Research Type and Approach

The main objective of this study is to assess the practices and challenges of HRM with special emphasis on recruitment and selection in three selected public organizations of Robe town including Revenue Office, Education Office and Municipality Office. Meanwhile the population of this study was including all employees and officials of these Offices. According to Calderon and Gonzales, (1993) the research method to be used for a given study should be based on the purpose or objective of the research and the nature of the problem to be studied. Descriptive research method is concerned with specific predictions, with narration of facts and characteristics concerning individual, group or situation. It is a fact finding study with adequate and accurate interpretation of the findings, it describes with emphasis what actually exists such as current conditions, practices, situations or any phenomena. Therefore, this study was used descriptive research method in order to assess the opinions and experience of employees and process owners to describe the existing practices and challenges of HRM with special emphasis on recruitment and selection aspects. Moreover, Dawson, (2002) indicated that many researchers believe the mixed method approach is a good way of approaching research as it enables the researcher to counteract the weaknesses in both qualitative and quantitative methods of research. Therefore, in order to get relevant and useful data from the target sample population on the issue under investigation and so as to able both generalize the findings to a population and develop a detailed view of the existing practices and challenges, the study was used a mixed method approach-combination of qualitative and quantitative approach to research.

3. Data Sources

In order to attain the objectives of the study as well as to obtain relevant and accurate information both primary and secondary sources of data were employed.

4. Sampling Techniques

This research was performed in three organizations including Revenue office, Educational office and Municipality office in Robe town. The rational for selecting Revenue office is that it is the executive organ which is responsible for the general management. Therefore, the town revenue office is selected by the researcher purposively. The rational for selecting the rest two office is that, the researcher categorized all the town office in to political, economic, cultural, social, etc. and to make the selection process free of bias lottery method was used and the social sector was selected by chance and out of all social sectors Education office and Municipality office was selected purposively in order to get more representative sample because they have a large number of employees than other offices in this sectors.

They also suggested the steps to be followed in determining the sample size and some steps are as follows:

First, determine the size of the study population.

Second, decide on the margin of error. As much as possible it should not be higher than 5%

Thirdly, use the Formula…….. n= $\frac{N}{1+Nc^2}$

Where; **n** = the size of the sample

N= the size of the population

c= the margin of error

Fourthly, if the population is stratified, compute the sample proportion (percent) by dividing the result in step number 3 by the population.

Fifthly, multiply the number of sampling unit in each final sampling stratum by the rate (percent) to find the sample from each final sampling stratum.

Finally, add the samples from all the final sampling strata to find the total sample.
Therefore, the study was following the above step to compute its sample size as follows:
1. Total Population= 229
2. Margin of Error= 5%
3. Using the Formula……n= $\frac{N}{1+Nc^2}$

n= $\frac{229}{1+229(.05)^2}$n= $\frac{229}{1+229(.0025)}$

n = $\frac{229}{1+0.5725}$n = $\frac{229}{1.5725}$ = 146

4. Sample proportion (%) = = $\frac{n}{N}$= $\frac{146}{229}$ =0.6358

0.6358 may be rounded off to 64% for the convenience of the computation.

Table: 3.1 Sample size taken from each bureaus

Bureaus	Number of employees	% to be taken	Sample size
Revenue Office	102	64	65
Education Office	74	64	47
Municipality Office	53	64	34
Total	229		146

5. Data Collection Methods

In order to attain the objectives of the study, to answer the research questions and to obtain relevant and accurate information both primary and secondary sources of data collection method were employed. Primary data was collected through questionnaires and structured interviews. Secondary data were collected from different books, published and unpublished documents, websites, master's thesis and dissertations.

6. Data Analysis

Collected data were analyzed using both qualitative and quantitative methods and supplemented by statistical tools like percentages and tables to facilitate the interpretation of the result of the data analysis and to give condensed picture of the data. More specifically qualitative analysis were employed to analyze ideas, opinions and suggestions of respondents while the quantitative analysis used to present, analyze and interpret figurative data through percentages and ratios using descriptive method of data analysis and the quantitatively analyzed data were displayed in a tabular and figure form.The findings were discussed in relation to the research questions and reference to literature reviews. Data obtained using structured interview was analyzed qualitatively and its findings was presented in the form of summary. While the data obtained by using questionnaires was uploaded and enlarged in to percentages by using the Scientific Package for Social Science Software (SPSS) and analyzed quantitatively.

Presentation and Analysis of Data

Table 4.1: Background information of respondents

Items		Frequency	Percentage	Total
Current Position	Experts	61	48.8	100% (125)
	Officers	27	21.6	
	Secretary	9	7.2	
	Supervisors	10	8.0	
	Messengers	11	8.8	
	Guard	3	2.4	
	Drives	4	3.2	
Age	18-30	73	58.40	100% (125)
	31-39	18	14.40	
	40-49	30	24.0	
	50 and Above	4	3.20	
Sex	Male	77	61.60	100% (125)
	Female	48	38.40	
Professional Qualification	MA/MSC	16	12.80	100% (125)
	Degree	56	44.80	
	Diploma	32	25.6	
	12 Complete	8	6.40	
	Incomplete of 10th	3	2.40	
	Others	10	8.0	
Work Experience	1-5	46	36.80	100% (125)
	6-10	25	20	
	10 and Above	54	43.20	

Source: Field Survey April, 2020

As demonstrated in Table 4.1, 49% of respondents are an expert, 22% of the respondents are officers, 9% of the respondents are messengers, 8% of them are supervisors, 7% of them represent secretary of the bureau, drivers represent 3% of the respondents and the rest 2% of them are guard of the organizations. This implies that majority of the respondents of the organizations are experts while few of the respondents represent guards. Concerning age of the respondents 58.4% of them are within the age category of 18-30, 24% are under 40-49 age category, 14.4% of them are under age category of 31-39 and the rest 3.2% of the respondents are under age category of 50 and above. While the majority of the respondents are under age category of 18-30, few respondents are categorized under age category of 50 and above. With regard to sex 61.6% of the total participants were males while the rest (38.4%) were females. Concerning educational qualification 44.8% of the respondents had first degree from various fields, 25.6% of them are diploma holders, 12.8% of the respondents had 2nd degree qualifications, 8% of them represent others, 6.4% of them are 12 complete and the rest 2.4% of the respondents are incomplete of 10th grade. From the Table, it was realized that the organizations has several level of qualified human resource to help carry out the day to day activities of the organizations. Finally, out of total population majority (43.2%) of the respondents had worked with the organizations for 10 and above years, 36.8% of them had 1-5 year work experience and the rest 20% of the respondents had spent 6-10 years at their organizations. This clearly shows that the majority of the respondents had work experience of 10 and above years at their organizations.

4.2 Contribution of decentralized HRM on recruitment and selection process

Items	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	9.6	9.6	9.6
Disagree	15	12.0	12.0	21.6
Indifferent	5	4.0	4.0	25.6
Agree	52	41.6	41.6	67.2
Strongly Agree	41	32.8	32.8	100.0
Total	125	100.0	100.0	

Source: Field Survey, April 2020

The majority of the respondents replied that decentralization has facilitated the recruitment and selection function of HRM. The data in Table 4.2 illustrates that out of the total respondents, 74.4 percent of them replied that decentralized HRM has enabled the recruitment and selection process to be easier, were as 21.6 percent of them did not agree with the contribution of decentralization towards the recruitment and selection process and the rest 4 percent of them are indifferent. This implies that majority of the respondents believe that decentralization of HRM has facilitated the recruitment and selection functions.

According to the informants, in the regional government after the devolution of power each office has the right to recruit and select employees to fill the job posts and decentralization of HRM has facilitated the recruitment and selection function in particular and other function in general. However, sometimes interference and influence of higher officials as well as friendship and relationship during selection decisions are observable problems which affect effective recruitment and selection process.

Table 4.3: Merit based recruitment and selection of staff

Items	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	26	20.8	20.8	20.8
Disagree	57	45.6	45.6	66.4
Indifferent	7	5.6	5.6	72.0
Agree	27	21.6	21.6	93.6
Strongly Agree	8	6.4	6.4	100.0
Total	125	100.0	100.0	

Source: Field Survey, April 2020

Table 4.3 reveals the opinion of respondents concerning the merit/competency based recruitment and selection practices. As demonstrated in the table, out of the total respondents, 66.4 percent of them replied that recruitment and selection practices are not merit based approach were as 28 percent of them agree that recruitment and selection activities of the selected organizations are merit based and only 5.6 percent of them are indifferent. This implies that majority of the respondents did not agree with the merit based recruitment and selection activities of the selected organizations.

According to informants, previously in the organizations they did not have any information in relation to individuals who were penalized because of corruption or misconduct regarding recruitment and selection. But, they are aware on the existence of selection through friendship and pressure of politicians illegally. So that sometimes recruitment and selection are not in accordance with the policy and directives and this results from lack of transparent and open process and poor compliant handling mechanism as well as weak follow up with regard to recruitment and selection of employees. More over according to HR managers of the office, even in the whole regional office, except regional court, written examination for recruitment and selection were not commonly used, however; they rather employ interview and oral examinations. This clearly indicates that HRM departments of the respective organizations under the study are not doing activities related to recruitment and selection in line with the policy and directive that require the application of merit principle.

Table 4.4: Recruitment and selection versus needs assessment

Items	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	12	9.6	9.6	9.6
Disagree	14	14.4	14.4	24.0
Indifferent	11	8.8	8.8	32.8
Agree	58	46.4	46.4	79.2
Strongly Agree	26	20.8	20.8	100.0
Total	125	100.0	100.0	

Source: Field Survey, April 2020

From the total number of respondents 67.2 percent of them replied that recruitment and selection of staffs are based on proper and planned organizational needs assessment, 24 percent of them said that staff recruitment and selection are not based on plan and the rest 8.8 percent of the respondents are indifferent.

This implies that majority of the respondents believe that work force recruitment and selection are based on proper manpower planning and proper organizational needs assessment.

Besides, according to informants, recruitment and selection of employees are performed based on determination of the organizations short and long term personnel needs and based up on these needs the office recruit and select from staff by providing priority for internal talent before seeking to recruit from external job market. However, sometimes recruitment and selection of staff are conducted on the basis of solving immediate problems high employees turnover in the organizations.

Moreover the researcher tries to investigate whether the organizations rely on planned organizational need assessment and the result shows that the human resource needs assessment is inculcated in the organizations' five year strategic plan. Accordingly, the short and long term personnel needs were determined for five years starting from 2003-2007 E.C.

Table 4.5: Use of advertisement for vacant position and Ability to attract suitable applicant

		Strongly Disagree	**Disagree**	**Indifferent**	**Agree**	**Strongly Agree**	**Total**
Your organization makes use of advertisement for vacant position	Frequency	31	21	7	56	10	125
	Percent	24.8	16.8	5.6	44.6	8	100
Your organization has the ability to attract suitable applicants	Frequency	35	26	16	32	16	125
	Percent	28	20.8	12.8	25.6	12.8	100

Source: Field Survey April, 2020

Accordingly, concerning the ability of the organizations to attract suitable applicants to fill the vacant position, Table 4.5 shows that 48.8 percent of the respondents replied that the organizations have no ability to attract suitable applicants to fill the vacant positions, were as 38.4 percent of them agreed that the organizations have the ability to attract the needed applicants and the rest 12.8 percent of them are indifferent. This implies that majority of the respondents believe that their respective organizations do not have the ability to attract suitable applicants.

In addition, interviewees explained that the offices do not have the ability to attract the needed work force or failed to attract and retain qualified people. The reasons responsible for poor attraction ability of the offices could be the absence of compensation and reward as well as salary scale with high leaving cost, and insufficient announcement for job posts.

Table 4.6: Equal opportunity for all during recruitment and selection

Items		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Disagree	26	20.8	20.8	20.8
	Disagree	37	29.6	29.6	50.4
	Indifferent	16	12.8	12.8	63.2
	Agree	25	20.0	20.0	83.2
	Strongly Agree	21	16.8	16.8	100.0
	Total	125	100.0	100.0	

Source: Field Survey, April 2020

In order to have an efficient and effective work force that would meet organizational objectives, there should be equal employment opportunity during recruitment and selection process and all candidates should have to be treated equally and fairly without any discrimination.

According to Beardwell (2004) and Noe et al. (2007), the recruitment process should be impartial and free from any discrimination. Accordingly, organizations must be aware of providing equal opportunity for diverse number of groups, protection of individual rights, use of certain assessment techniques and including affirmative action in HR planning to manage diversity or meet government requirements before recruitment process is begun. Dowling and Welch (2004) also stated that one of the main aims of recruitment and selection is to look for labor either to replace labor or to occupy a newly created vacant position. Recruitment and selection can only be meaningful if applicants are given equal opportunity.

The interview report shows that equal opportunity is given to employees during the recruitment and selection process; however, there is an affirmative action particularly for women and disabled people. This actually confirmed on the regional civil servants proclamation NO.1064/2010 on article NO. 13 sub article 4 and 5 for women and disabled people, respectively. Similarly to treat and make women and disabled people beneficiary from the process, the recruitment and selection directives of the town also specifically provides 3 percent additional advantage for women applicants than males and the disabled to have priority to be selected if they achieve a minimum of 50 percent out of total marks than anyone candidates.

Occasional interference and influence from different directions as well as lack of experience and knowledge of human resource officers are observable problems that impede effective recruitment and selection of work force and this might be resulted from absence of reliance on recruitment and selection policy and directives, absence of written examination during recruitment and selection process, and poor monitoring and evaluation system with regard to recruitment and selection decisions.

Table 4.7: Use of in house talent before seeking to recruit externally

Items	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	11.2	11.2	11.2
Disagree	21	16.8	16.8	28.0

Indifferent	30	24.0	24.0	52.0
Agree	46	36.8	36.8	88.8
Strongly Agree	14	11.2	11.2	100.0
Total	125	100.0	100.0	

Source: Field Survey, April 2020

As demonstrated in Table 4.7, with regard to the use of internal talent before seeking to recruit externally, 48 percent of the respondents said that their organizations use an internal talent before seeking to recruit externally, were as 28 percent of them show their disagreements and the rest 24 percent of the respondents are neutral about the idea. As summarized in the Table, the majority of the respondents show their agreement.

Bowin and Harvey (2000) stated that internal recruitment provides an opportunity for promoting an individual whose past performance is known and the fit with the organizations culture has already been established. Besides, current employee also knows about the organization and how to operate. Therefore, the individual may contribute at a faster pace, and there is less likelihood of the employee being dissatisfied with the job or organization. Another associated advantage of internal recruiting is the positive impact on employee motivation and morale.

According to informants, internal talents are used before seeking to recruit externally and promotion are used when there is a person who fulfill the needed requirements of the job post and the offices are looking for external source unless and otherwise the existing employees could not fulfill the job post requirements. However, there is some special case that the bureaus are forced to recruit externally. On the other side when the bureaus believe to get better employees from external source, internal promotions are not that much considered. This implies that the offices were used internal promotion to motivate and to keep the morale of the existing employees which in turn contributes to the success of the offices.

Table 4.8: Proper job requirements preparation and ability to recruit and select suitable candidates that meet the requirements

Items	Strongly disagree	Disagree	Indifferent	Agree	Strongly agree
Proper recruitment and selection requirements (job descriptions and specifications) preparation	27 21.6%	23 18.4%	13 10.4%	42 33.6%	20 16%
Ability to recruit and select suitable candidates with the right skills, qualities and abilities those are essential to meet the job requirements of the bureau	16 12.8%	42 33.6%	26 20.8%	19 15.2%	22 17.6%

Source: Field Survey April, 2020

Concerning the ability of the offices to recruit and select suitable candidates with the needed job requirement out of the total respondents, 46.4 percent of them replied that the offices ability is in a good position, 32.8 percent of the respondents said in a poor position and the rest 20.8 percent of them said that the organizations are in a fair position.

This implies that these offices are not consistently preparing proper job requirements and such practices have an adverse effect on the ability of these organizations to recruit and select suitable and essential candidates with the right skills, qualities and abilities who can help the offices meet their job requirements. However, public sector at all level of government need a capable, motivated, qualified, efficient, and effective staff in order to deliver quality service to their customers and to contribute towards the achievement of current national development plan. These can be realized only through effective HRM practices by acquiring, creating, developing and motivating, and placing the right people at the right place in the right time.

Table 4.9 Interference on Selection Decision

Note: strongly disagree: 1, disagree: 2, indifferent: 3, agree: 4, strongly agree: 5				
Items	1+2	3	4+5	Total
A candidate can influence the decision to be selected through bribes or personal contacts	51 (40.8%)	35 (28%)	39 (31.2%)	100%
politicians can influence the decision to be selected	32 (25.6%)	32 (25.6%)	61 (48.8%)	100%

Source: Field Survey, April 2020

From the above table there is the interference of politicians in the process of selection and recruitment against the directives and regulations of HRM, this is evidenced by the fact that 48.8 percent of the respondents agreed that there is political interference, 25.6 percent disagree and similar proportion of the respondents are indifferent. It shows that friendship and relativity sometimes play role and also the existence of political influence in the process of recruitment and selection against the directives and regulations of HRM.

Table 4.10: Proper placement of human resource managers

Items	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	14	11.2	11.2	11.2
Disagree	40	32.0	32.0	43.2
Indifferent	9	7.2	7.2	50.4
Agree	44	35.2	35.2	85.6
Strongly Agree	18	14.4	14.4	100.0
Total	125	100.0	100.0	

Source: Field Survey, April 2020

Table 4.10 shows the respondent's opinion concerning the proper placements and adequate professional capacity of human resource managers. Out of total population 49.6 percent of respondents agreed that the placement of human resource managers are proper and they have adequate professional capacity to manage all rounded HRM activities, were as 43.2 percent of them show their disagreement and only the rest 7.2 percent of them are indifferent.

Even though the majority of the respondents agree with the proper placement of human resource managers the number of respondents those who disagreed are not that different. This implies that less than half of the respondents agree with the placement of human resource managers and it indicates improper placements and inadequate professional capacity of the human resource managers which adversely affect effective recruitment and selection.

Moreover, interviewees explained that the human resource department officers do not have knowledge in the entire human resource activities and also the officers are not well qualified they were simply employed in the department without merit principles in the past. On the other hand lack of comprehensive and integrated knowledge and skills on HRM is one of the challenges in human resource department.

Table 4.11: Top management support towards merit based recruitment and selection practices are sufficient

Items	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	26	20.8	20.8	20.8
Disagree	50	40.0	40.0	60.8
Indifferent	14	11.2	11.2	72.0
Agree	23	18.4	18.4	90.4
Strongly Agree	12	9.6	9.6	100.0
Total	125	100.0	100.0	

Source: Field Survey, April 2020

As demonstrated in Table 4.11, out of the total respondents, 60.8 percent replied that top management supports for the merit based recruitment and selection practices is not sufficient, where as 28 percent of them agreed with the existence of adequate support of top management for the merit based recruitment and selection practices and the rest 11.2 percent are indifferent. This implies the support of the top management towards merit based recruitment and selection practices is inadequate.

The top management supports are core during the designing and implementing stages of human resource policies, manuals and directives and organizational goals and objectives as it would be difficult to ensure them otherwise.

Table 4.12: Use of human talent effectively to accomplish organizational goal

Items	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	25	20.0	20.0	20.0
Disagree	34	27.2	27.2	47.2
Indifferent	16	12.8	12.8	60.0
Agree	36	28.8	28.8	88.8
Strongly Agree	14	11.2	11.2	100.0
Total	125	100.0	100.0	

Source: Field Survey, April 2020

It was attempted to find out the respondents' opinion with regard to effective use of human talent to achieve organizational goals. As illustrated in Table 4.15, out of the total respondents, 47.2 percent of them indicated that these organizations could not use human talent effectively to accomplish the predetermined organizational goals, 40 percent of the respondents show their agreement and the rest 12.8 percent of them are indifferent.

As it is realized from the data, the majority of the respondents said that these organizations could not utilize the existing human talent effectively and this in turn leads to lose the achievement of the predetermined organizational goals and objectives. As stated in many literatures, in order to deliver organizational

excellence as well as to achieve the predetermined goals organizations have to use their human talent effectively and efficiently.

John (2007) argued that the effectiveness and success of an organization in employing the skills and abilities of the workforce is significantly determined by the way in which staffs are led, managed and motivated. The overall purpose of HRM is to ensure that the organization is able to achieve success through efficient use of people, providing the organization with well trained and well-motivated employees. Besides, without efficient use of human talent, organizations can never accomplish their goals and objectives because their performances depend on the expertise of the work force. Hence, the finding is not in agreement with this theory and it needs management attentions.

Table 4.13: Channel of Recruitment

Items		Frequency	Percent	Valid Percent	Cumulative Percent
	News Paper	1	.8	.8	.8
	Word of Mouth	62	49.6	49.6	50.4
	On Campus Recruitment	8	6.4	6.4	56.8
	Others	54	43.2	43.2	100.0
	Total	125	100.0	100.0	

Source: Field Survey, April 2020

It was attempted to find out how the respondents find the job opening when they initially are being recruited to join their organizations. As shown in Table 4.13, 49.6 percent of the respondents heard about the vacancy through the words of mouth and 43.2 percent of the respondents reported that they heard about the vacancy through other methods, 6.4 percent of the respondents obtained the information through on- campus recruitment and only 0.8 percent of them obtained their jobs through newspaper. This implies that majority of the respondents were recruited through word of mouth which is an informal and internal source of information which usually has an adverse effect on job seekers who do not have access to the words of mouth flows from that particular organization. On the other hand, restricting the chance of new applicants from outside limits the access of the organizations to diversified pool of applicants since these organizations depend only on the internal source using internal promotion. Among those who joined their organizations through other methods 55.6 percent of them were recruited by submitting an application for a vacancy announced, 29.6 percent of them were recruited through information by internal notice board advertisement and the rest 14.8 percent of the respondents were recruited without any information for vacant position by frequently visiting the organizations. This implies that the existence of insufficient means of announcement for the job posts.

Table 4.14: Formal Policy for Human Resource Management

Items	Yes	No	Total
Human resource management policy	21 (77.8%)	6 (22.2%)	100 %
Human resource management strategy	19 (70.4%)	8 (29.6%)	100%
Human resource management plan	21 (77.8%)	6 (22.2%)	100%
Recruitment and selection policy	25 (92.6%)	2(7.4%)	100%
Recruitment and selection plan	21 (77.8%)	6 (22.2%)	100%
Team or person assigned responsible for recruitment and selection process	26 (96.3%)	1 (3.7%)	100%

Source: Field Survey, April 2020

The data in Table 4.14 reveals the existence of formal policy of HRM and the responses are as follows: 77.8 percent of respondents agreed that the organizations have a formal policy for HRM and the rest 22.2 percent of them disagree. Concerning the existence of HRM strategy and plan majority of the respondents agreed that the organizations have a plan and strategy of HRM and also for the question asked with regard to recruitment and selection policy and plan majority of them agreed. This implies that these organizations have a formal policy of HRM which is used as a guidance to perform the overall HRM activities.

In addition, respondents were asked to describe the level of implementation of HRM related policies and plan and it is turned out from the data that the implementation is poor. Moreover, respondents elaborate that the reasons for poor implementation are interference and influence of higher officials from different direction on the matter of HRM, lack of commitment and inadequate support of top management, lack of autonomy of HRM professionals as well as comprehensive and integrated knowledge and skill on HRM, and lack of clear and effective monitoring and evaluation.

This implies that most of the time HRM activities are performed not in accordance with the policy, plan and strategy. Related to this, majority of the respondents agree with the existence of person or team responsible for recruitment and selection process and only 1 respondent shows disagreement.

According to informants, the team has not right and responsibility to deal with other process owners without consent of the general manager and also majority of the respondents said that this organ is not fully autonomous to take any action due to influence and interference of the higher officials with regard to recruitment and selection process and also lack of capacity of recruitment and selection organs. Besides, respondents were asked to describe the existence of objective measurements which help the offices to know recruitment and selection practices are going on in accordance with their policies and directives.

Interviewees explained that there is an objective measurement to measure the performance of recruitment and selection activities. However, due to such reasons as weak follow-up, lack of clear and effective monitoring and evaluation plan, lack of top management commitment, and less attention given to measure performance of recruitment and selection activities the objective measurement was not functional.

7. Conclusions

According to the finding, apart from policy of HRM in general and recruitment and selection policy in particular, directives were developed to facilitate the recruitment and selection efficiency and effectiveness and also the implementation of decentralized HRM has facilitated the recruitment and selection of employees in general. However, in the study organizations the recruitment and selection are not performed as expected and not performed well due to weak follow up, lack of strong monitoring and evaluation system and lack of delegating HRM activities to HRM professionals without interference. Besides, lack of comprehensive and integrated knowledge and skill of human resource officers and lack of transparent and open recruitment and selection process are among the major reasons for poor practices. Moreover the offices did not utilize the existing human talent effectively and efficiently to accomplish the predetermined organizational goals and objectives. This therefore exposed the selected organizations not to perform the expected achievement. Therefore, these organizations are not in a good position to acquire the needed work force and management attention should be given for the proper implementation of HRM in general and recruitment and selection practices in particular.

The organizations are failed to sufficiently advertise the vacant posts using effective means and unable to give equal employment opportunity to eligible persons due to influence of friendship and interference of politicians. These factors in turn exposed the selected sectors to have ineffective recruitment and selection practices. This leads to lose of more skilled, competent and talented work force that can convert challenges in to opportunities as well as assist the organizations in achieving organizational goals and contribute to quality service delivery. Although the recruitment and selection of employees are based on proper organizational needs assessment (planned), poor alignment of merit based recruitment and selection with organizational strategic directions, lack of commitment and insufficient support of top management towards merit based recruitment and selection practices, influence and interference of politician and higher officials in the recruitment and selection practices are exacerbated in the study organizations. Due to this reasons the organizations are exposed to hiring of individuals who are unable to produce the expected results and contribute towards quality delivery of public service which in turn leads to the inability of the organization to contribution towards the achievement of second national development plan (GTP). In addition, politician interference results in poor performance.

Finally absence of key talent in the job market for some specialized areas are also another challenge that impede effective recruitment and selection and expose the selected offices to hire individuals who do not match with the organizational job requirements. Even though the recruitment and selection practices are problematic the sector did not take any intervention strategies to improve the recruitment and selection practices and to overcome the challenges that impede effective recruitment and selection practices. From here it is logical or possible to conclude that the recruitment and selection practices are not merit based and bounded by several challenges that hinder the selected offices to hire the right person at the right place unless and otherwise immediate corrective actions are taken.

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