

A STUDY ON ASSESMENT OF RECRUITMENT AND SELECTION PRACTICES AND ITS CHALLENGES IN CIVILSERVICE BUREAU OF BENISHENGUL GUMZ REGION - ETHIOPIA

Mr. MULUALEM TAREKEGN FEREDE*

Mr. ELFNEH KEBAMO SIDEMO**

ABSTRACT:

Benishangul-Gumuz is one the regional state of federal democratic republic of Ethiopia, 673 km from the capital city of Ethiopia, Addis Ababa. The State of Benishangul-Gumuz comprises 3 administrative zones, made up of 19 woredas out of which one is special wereda (Mao Komo), one City Administration (Assosa) and 475 Kebeles. Amharic is the working language of the State. The State of Benishangul-Gumuz is located in the western part of Ethiopia.

The study has focused on the assessment of Recruitment process and selection practices in the Benishengul-Gumz region Civil Service Bureau. The study has divided into five chapters and the primary data has been collected through the questionnaire to assess the recruitment and selection practices in the BGRS region. After the interpretations it has been assessed that since there were different challenges encountered during recruitment and selection, so these challenges were still needs further concern for the great success of implementations of recruitment and selection as

***Lecturer & HOD, Department of Public Administration and Development College of Business and Economics, Assosa University, Assosa, Ethiopia, East Africa**

****Lecturer & Dean, College of Business and Economics ,Assosa University, Assosa, Ethiopia, East Africa**

needed. Therefore, it is possible to say that the current recruitment and selection of the civil service lacks reliable and valid recruitment system in the study area.

KEY WORDS:AFFIRMATIVE, CONTEMPORARY, IMPLEMENTATION, TECHNOLOGICAL, EFFECTIVENESS

INTRODUCTION

During the last two decades, countries have been trying to replace the traditional rule driven and highly bureaucratic public administration model by the result oriented and responsive model of new public management.

The main purpose of this sector is to implement recruitment and selection of employees in order to ensure effectiveness and efficiency in their organization. According to the Annual report 2005 E.C of the civil service office recruitment and selection faced different challenges during recruitment and selection process. Such as, unfair treatment, partiality, and favoritism and so on. But, why these challenges take place needs further research. Therefore, it is reasonable to assess the recruitment and selection practices and its challenges in B/G regional state, the case of regional civil services bureau so as to recommend effective implementation strategies.

OBJECTIVES OF THE STUDY:

.To Study assess, and identify the recruitment practices of civil Service Bureau.in BenishengulGumz region.

1. To assess the challenges of civil service Bureau in the region of BenshengulGumz Region.

REVIEW OF LITERATURE:

A common theme in HRM literature has been taking up of 'new style' HRM practices designed to achieve high levels of employee performance, flexibility and commitment (Bach & Sisson, 2000). This means that, contemporary HR practices have a much more direct relationship to organizational policymaking and performance issues that was the case with traditional approaches to personnel management (Bach & Sisson, 2000). Over the years, many researchers

have been carried out linking HRM practice to the various aspects of organization's functions. HRM practice has been acknowledged one of the contributing factors for economic growth. Social, political and technological development of many nations has been associated with effective HRM practice.

Djabatey Edward Nartey (2012), recruitment and selection practice of organizations, case study of HFC bank, was assess the effectiveness of the recruitment and selection practice and procedure .The result of their study indicates that advertizing of job vacancies and employee referrals are mostly the mode for recruiting potential employees, it was also realized that the method used in the recruiting and selection process was very effective and more over help improved employee performance.

RESARCH METHDOLOGY

As the conceptual structure with which research is conduct, it consists of the blue print for the collection, measurement and analysis of data. It is also a strategy of describing procedures about sample size, data sources, means of data collection and methods of data processing, analyzing and presenting based on available time and resources. Descriptive method would be employ in the data description which involves describing the behavior without influencing it at conceptual/fundamental way.

The researchers used both close and open ended questionnaires, structured and unstructured interviews to collect first-hand information of civil servants and human resource head. The questionnaire will be comprised of three sections. Section I contains demographic questions about the respondents, including sex, age and educational level. Section II items incorporated; perceptual responses pertaining to the recruitment practice, section III contains selection related issues.

In addition to the data gathered through questionnaires, interviews and also use personal observations; the researchers systematically selected, and watched respondents behaviors to gain much deeper, richer and accurate data with the actual issue of the situation.

According to Israel Glenn D.(2009) the following formula is used to determine appropriate sample size when the total population is Known.

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

Where n=sample size, N= Population size, e= level of precision (5% will be used)

Therefore, $n = \frac{279}{1 + 279(0.05)^2}$ = which is the number of respondents included in the study.

The number of employees' will be draw for each branch can be shown as follow in the table.

Sl. No	Selected Study Area	Total employ-ees	Sample drawn			Proportion
			Employ-ees	Super-visors	Manag-ers	
1	Regional Agricultural Bureau	144	34	3	2	39
2	Regional Health Bureau	130	28	3	2	33
3	Regional Educational Bureau	140	31	4	2	37
4	Finance& Economic Bureau	142	32	4	2	38
5	Public Service Bureau	109	23	3	2	27
6	Police Commission	43	13	2	1	16
7	Revenue & Tax Authority	79	24	2	1	27
8	Regional general auditors bureau	65	20	2	2	24
9	Regional tourism bureau	54	20	2	2	24
10	Regional justice bureau	64	20	2	2	24
	Total	970	234	27	18	279

Based on the sample size determination, researchers take 279 sample sizes among total population. So, the total sample size of the study will be 279.

THE RECRUITMENT AND SELECTION PRACTICE

Availability of job analysis, education, experience and skill required for each position in the civil service sector was identified in the process of job analysis. Majority of the respondents agreed with the statement the civil service sector has prepared human resources plan for recruitment.

The civil service sector in the study area were used both internal and external sources to fill job vacancy. The office frequently used to announces the job or vacancy position by posting on gate walls of the organizations notice board. But the information not clearly addressed for job seekers.

The majority of respondents disagreed and strongly disagreed with the Selection of successful applicants an impartial way in the study area. Among the criteria that the civil service sector used to select applicants work experience, educational status, result based, and skill required, political commitment, entrance exams and COC result was the major selection criteria in the study area.

The employment interview in the civil service sector was not relevant. Similarly in the study there was no relevant exam prepared. In addition to this from the open ended question respondents replied that, there was problems related to the entrance exam of employees in the civil service sector,

Hence, the study has observed as the civil service sector carefully follows selection procedure in order to use effective selection. Accordingly, out of the total respondents the majorities of the respondents disagreed and strongly disagreed on the problem of carefully follows selection procedure in the sector.

MAJOR CHALLENGES ENCOUNTERED

Major challenges of recruitment and selection practice in the civil service sector was Lack of keeping the Exam Secrets, Favoritism to attract inadequate candidate, political interference etc.

RECOMMENDATIONS

From the study it is realized that recruitment and selection is a great importance to every organization, though an integral part of human resource plan and development. Therefore, the researchers recommend the following suggestions based on the findings of the study and respondents justification for possible solutions.

NEUTRALITY AND ACCOUNTABILITY

In order to improve the performance of the organization the civil service sector should focus on proper recruitment and selection to assign the right person at the right position. Cultivate the HR expert's capacity through education, training, regular monitoring and follow up to develop and practicing the recruitment and selection from the view point of recruitment and selection principles.

CONCLUSION

Based on the major findings the following conclusions were drawn.

- The current recruitment and selection practice in the study area was not as effective as required. The procedures are violated because of fragmented monitoring and evaluation system and unwilling behavior to enforce recruitment and selection as required. In general merit based principles are not strictly considered in a way that supports effective recruitment and selection, that lead to low performance achievement of merit based system in the civil service sector.
- There were different challenges encountered during recruitment and selection, so these challenges were still needs further concern for the great success of implementations of recruitment and selection as needed. Therefore, it is possible to say that the current recruitment and selection of the civil service lacks reliable and valid recruitment system in the study area. This implies that the reform of civil service failed to achieve the objectives for which it was designed. As a result such violation leads to filling the civil service sector with unqualified individuals on the bases of different relativism, political interferences of politicians. This lead creation of dominant groups that make the sector under their full control that serves the interest of individuals. This problem is negatively affects the performance of different government sectors in the study area.
- Thus, implication calls many stake holder involvements for effective implementation of recruitment and selection in the future.

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