

Role of employee recruitment and selection on performance of Ethiopian electric power corporation, Mekelle Branch

Birhan Nigus Belay¹, Zinabu Nigus Belay²

Alami Industrial Engineering, Addis Ababa, Ethiopia¹

Humera Agricultural Research Center, Tigray Agricultural Research Institute, Ethiopia²

birhannigus08@gmail.com¹, zinabunigus16@gmail.com²



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Abstract

Purpose: This study aimed to assess the impact of recruitment and selection on organizational performance. It was to find out the recruitment and selection policy or practice, the impact of recruitment and selection process, the challenges associated with the recruitment and selection practice and ways to help improve human resource planning and development.

Research Methodology: The study obtained information from twenty (20) respondents from staff of the Ethiopian Electric Power Corporation in the Mekelle branch using a questionnaire. The collected data were statistically analyzed using SPSS, and the chi-square test was used to interpret the hypotheses.

Results: The results indicated that the advertising of job vacancies to the general public, use of employment agents, TV, newspapers, and employee referrals is mostly the mode for recruiting potential employees, and that the method used in the recruiting and selection process was very effective. Moreover, it helped improve employee performance, and the selection and recruitment process was also characterized by many challenges.

Limitations: The major limitations of this study are time constraint, crisis of COVID 19, and inappropriate fulfillment of the questionnaire by respondents.

Contribution: This study suggests that potential employees should be treated fairly in the recruitment and selection processes. Moreover, employees must be constantly appraised to ensure that they improve their performance.

Keywords: Recruitment, Organization, Selection, Human Resource, Performance

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1. Introduction

Recruitment and Selection are vital processes for every successful organization because having the right staff improves and sustains organizational performance. The impact of an organization's selection system influences bottom-line business outcomes such as productivity and financial performance, which is a dream for any organization ([Ekwoaba, Ikeije, & Ufoma, 2015](#)).

The success of an organization is directly linked to the performance of those who work in that business. Similarly, underachievement can result from workplace failures. Because hiring the wrong people or failing to anticipate fluctuations in hiring needs can be costly, it is important that conscious efforts are made in human resource planning ([Djabatey, 2012](#)).

In the operations of any organization, recruitment and selection are the major functions of the human resource department, and the recruitment process is the first step towards creating the competitive strength of organizations. Recruitment and selection are the two phases of the employment process, but there is a difference between them. Candidate recruitment is a function preceding the selection. Recruitment generates a pool of qualified applicants for organizational job vacancies ([Opatha, 2009](#)).

Recruitment is also the process of generating a pool of competent individuals to apply for employment within an organization ([Ofori & Aryeetey, 2011](#)). Evidence has shown that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes ([Bacon & Hoque, 2005](#)) with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice ([Barber, Wesson, Roberson, & Taylor, 1999](#)).

The main objective of the recruitment process is to expedite the selection process. Therefore, organizations use these practices to increase the likelihood of hiring individuals with the right skills and abilities to be successful in the target job, and better recruitment and selection strategies result in improved organizational outcomes ([Ekwoaba et al., 2015](#)).

The general purpose of recruitment is to provide the organization with a pool of potentially qualified job candidates. The quality of human resources in an organization highly depends on the quality of applicants attracted, because the organization is going to select employees from those who are attracted ([Gamage, 2014](#)).

On the other hand, selection is the process of choosing the most suitable applicant from a pool of applicants recruited to fill the relevant job vacancy ([Opatha, 2009](#)). Selection is the process by which specific instruments are engaged to choose from the pool of individuals most suitable for the job ([Ofori & Aryeetey, 2011](#)).

Selection involves the use of one or more methods to assess applicants' suitability in order to make the correct selection decision and can be alternatively seen as a process of rejection, as it rejects a number of applicants and selects only a few applicants to fill the vacancy. Thus, the selection function may be negative rather than positive ([Gamage, 2014](#)).

The objectives of the selection function are to get the right person to the right job, establish and maintain a good image as a good employer, and maintain the selection process as cost-effectively as possible. Selection is an extremely important aspect to consider for an organization for several reasons ([Gamage, 2014](#)).

The performance of an organization relates directly to the people working within it, meaning that the right people need to be hired to ensure organizational success ([Henry & Temtime, 2010](#)). It is an expensive process to hire new people in an organization. Therefore, it is not something organizations want to put time and money into just finding that they have hired somebody who is not suitable. It is vital that organizations get the process right in the first round because resources are scarce. Selecting the right applicant can be a difficult task, but at the end of the day, the organization's reputation is held by the people it employs ([Henry & Temtime, 2010](#)).

The basic purpose of recruitment and selection is to create a talent pool of candidates, which must be based on merit or technical knowhow. Recruitment and selection in any organization is a serious business because the success of any organization or efficiency in service delivery depends on the quality of its workforce, which is recruited into the organization through recruitment and selection exercises ([Ezeali & Esiagu, 2010](#)). Since recruitment and selection involve getting the best applicant for a job ([Obikeze & Anthony, 2004](#)), it has been emphasized that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence over the quality and type of skills new employees possess ([Okoh, 2005](#)).

Thus, recruitment and selection have become imperative in organizations because individuals need to be attracted on a timely basis, in sufficient numbers, and with appropriate qualifications. Therefore, this study examines the effect of recruitment and selection criteria on performance using the Ethiopian Electric Power Corporation, Mekelle branch, as the population of interest. To achieve this objective, we hypothesized the following.

1. Recruitment and selection have significant impact on organizational performance
2. Recruitment and selection significantly enhance getting competent staff

1.1. Statement of Hypotheses

The research hypotheses are as follows:

H₀: Recruitment and selection have no significant impact on organizational performance.

H₁: Recruitment and selection have a significant effect on organizational performance.

H₀: Recruitment and selection do not significantly enhance competent staff.

H₁: Recruitment and selection significantly enhance getting competent staff

1.2. Statement of the Problem

The success of organizations in this modern business environment depends on the calibration of the manpower that steers the day-to-day affairs of the organizations. The process of recruiting and selecting all categories of employees in both private and public companies has been a matter of concern for many and needs attention. Even though it is the wish of every organization to attract the best human resources in order to channel their collective effort into excellent performance, unfortunately, some organizations pay more attention to factors such as monetary incentives and/or physiological factors without paying much attention to recruitment and selection of the work force.

Managing people is a definite challenge at both the strategic and organizational levels. Thus, human resources are well-managed and developed in alignment with organizational goals and strategies. It has been observed that for any organization to achieve its stated objectives and goals, there is a need for management to put in place policies or strategies that will help attract the best employees to strive towards the achievement of organizational objectives.

It has also been observed that the performance output of employees of the Ethiopian Electric Power Corporation in Mekelle Branch is of prime concern to the management of EEPCo in Mekelle Branch because it affects the productivity and development of the corporation. Importantly, some employees who are not able to improve and adjust to their new working environment resign, leading to employee turnover, which affects the organization in terms of cost and productivity.

The study identified and assessed the effectiveness of the recruitment and selection practices and procedures of EEPCo in the Mekelle Branch. Various factors have been considered to explain this situation, including the competitive strategy in an organization. Despite the conflict between stakeholders and employees, personnel have crucial roles to play in ensuring the resolution of impending conflicts between management and employees to achieve the goals and objectives of the organization.

1.3. Objectives of the Study

Against this background, the objectives of the study were designed to

1. To identify the recruitment and selection practices of EEPCo, Mekelle Branch
2. The recruitment and selection processes were analyzed.
3. Assess the impact of recruitment and selection on organizational performance.
4. To assess the challenges associated with the recruitment and selection practices
5. To identify factors that will improve recruitment and selection practices at EEPCo

1.4. Significance of the Study

1. This study will help the company to revise their approach in the service recovery system
2. It will help the student researcher apply concepts and theories in the real world.
3. It can provide baseline information for other researchers or the company

4. A study of this nature will help EEPCo, Mekelle Branch, adopt measures in the context of human resource planning and development in relation to recruitment and selection.

1.5. Limitations of the Study

When conducting research, it is mostly expected to have limitations. Considering this specific study, the following are the limitations expected.

1. The first and most challenging limitation is time constraints.
2. It was challenging to conduct the interview due to the crisis of COVID 19
3. In appropriate fulfillment of the questionnaire by respondent customer
4. Not getting adequate information

2. Literature Review

Recruitment and selection are important practices for human resource management and are crucial in affecting organizational success. These terms refer to the process of attracting and choosing employment candidates. The quality of the firm's human resources heavily depends on the effectiveness of these two functions ([Gamage, 2014](#); [Jovanovic, 1982](#)).

Recruiting and selecting the wrong candidates who are not capable comes with a huge negative cost that businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees required to satisfy the strategic objectives of the organization at minimal cost ([Ofori & Aryeetey, 2011](#)).

Selection practices determine who is hired. If properly designed, it identifies competent candidates and accurately matches them to the job. The use of a proper selection device increases the probability that the right person is chosen to fill a slot. When the best people are selected for a job, productivity increases ([Gamage, 2014](#)).

Little is known about the positive association between the extensiveness of recruitment, selection test validation, and the use of formal selection procedures and firm profits. Sophisticated recruitment and selection procedures are positively related to organizational performance ([Rauf, 2007](#)).

Some of the challenges facing recruitment and selection criteria in organizations are the plenty of techniques used in recruitment and hiring, among which are some methods not universally accepted by experts or not recommended for the hiring process. The selection methods can be evaluated in several ways. One possible approach is to compare hiring techniques based on their validity, impartiality, scope of usage, and cost ([Juhasz, 2010](#)).

There are a variety of recruitment approaches (e.g., employee referral, campus recruitment, advertising, recruitment agencies/consultants, job sites, company websites, social media, etc.), and most organizations use a combination of two or more of these as part of the recruitment process ([Ekwoaba et al., 2015](#)).

However, which recruiting channels should be used depends on the job position, the company's employer brand, the resources the company has on its recruiting team, the budget the company has, etc. Every recruiting channel offers different benefits and limitations, and works better for certain situations and companies. The key is to collect real-time recruitment metrics on these recruiting channels to determine what works best for the company in different situations ([Sinha & Thaly, 2013](#)).

The recruiting experience of each company is different, and the best way to determine what works best is to analyze metrics based on past recruiting efforts, not the efforts of everybody else. Once the company has its recruiting metrics solution in place, it is time to start using the recruiting channels that the company believes will work for it ([Sinha & Thaly, 2013](#)).

2.1. Recruitment and Selection Quality and Organizational Performance

Recruitment and selection form a major part of an organization's overall resourcing strategies, which identify and secure people needed for an organization to survive and succeed in the short to medium term ([Ekwoaba et al., 2015](#)).

Available evidence indicates that there is a positive and significant relationship between recruitment, selection, and performance of an enterprise. Implementing an effective recruitment and selection process is positively related to organizational performance ([Syed & Jamal, 2012](#)).

The effectiveness of different recruitment and selection criteria for employees has been a research topic for many years. Effectiveness has primarily been assessed by examining the rates of turnover, job survival, and job performance, along with organizational issues such as referrals by current personnel, in-house job postings, and the re-hiring of former employees ([Zottoli & Wanous, 2000](#)).

The importance of a quality process during the time of recruitment and hiring the right type of labor is difficult. In fact, while lending credence to the importance of hiring quality candidates who are hard to find but there are researches that warned that talent deficiency is unrelated to huge population ([Tendon, 2006](#)).

Organizational performance depends on the approach adopted by an organization in the recruitment and selection of employees. To this end, a holistic model of recruitment emphasizes the importance of the entire recruitment process and the interdependence of its parts ([Sarkar & Kumar, 2007](#)).

The current trend is that organizations are looking for methods to reduce time and effort in the recruitment and selection processes ([Vyas, 2011](#)). However, team staffing methods should translate into competitive advantages for firms ([Munyon, Summers, & Ferris, 2011](#)). Similarly, recruitment strategies can lead to positive organizational outcomes ([DeVaro, 2008](#)).

Adopting a qualitative system in recruitment and selection has helped organizations grow as they have been able to get the right people for their vacancies. In addition, appropriate channels have helped organizations obtain different and varied sources from which they can turn for effective hiring ([Sinha & Thaly, 2013](#)).

Recruitment and selection in any organization is a serious business because the efficiency of any organization or service delivery depends on the quality of its workforce, which is recruited into the organization through recruitment and selection exercises ([Ezeali & Esiagu, 2010](#)).

Recruitment and selection involved obtaining the best applicant for a job. It has been emphasized that recruitment procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regime, will have a substantial influence on the quality and type of skills new employees possess ([Obikeze & Anthony, 2004](#)).

It is important for some suitable plans to be used, to comply with all legal requirements relating to employment and equal opportunities, to follow recommended codes of practice, and to ensure justice and fair treatment for all applicants ([Okoh, 2005](#)).

Managers must understand the objectives, policies, and practices used in their selection. More importantly, those responsible for making selection decisions should have adequate information upon which to base their decisions ([Bohlander, Sherman, Snell, & Sherman, 2000](#)).

Organizations' human resource policies and practices represent important forces shaping employee behavior and attitudes ([Robbins, 2010](#)). According to [Okoh \(2005\)](#), not just that organizational selection practices determine who is hired, the use of proper selection criteria will increase the probability that the right person will be chosen. When the best people are selected for a job, productivity increases ([Osemeke, 2012](#)).

3. Methodology

3.1. Research design

This study adopted a survey research design, and a structured questionnaire was used to collect data. This study is based on the impact of recruitment and selection on organizational performance. This descriptive study used a quantitative method. These approaches were used because they were satisfactory tools for collecting data from the sample population to investigate the research topic.

However, owing to different inconveniences, such as the effect of COVID -19 only 10% of the employees who attended the office were included, which is why a sample size of 20 was chosen from the selected branch for the study. To ensure that the sample was sufficiently represented, the following conclusions were drawn.

A questionnaire was used. The researcher prepared a questionnaire to be answered by the sampled employees of the organization. The questions were designed to ensure that the study was successful after the results were ascertained. This instrument provides information about recruitment and selection procedures or practices. Both primary and secondary data sources were used in this study. To obtain primary data, several approaches are available for gathering data. To collect reliable and valid information, the researcher contacted employees of the Human Resource Department and employees of the Ethiopian Electric Power Corporation Mekelle Branch. A questionnaire was used to collect the primary data.

The purpose of using questionnaire was used to identify and assess the impact of recruitment and selection on the performance of the Ethiopian Electric Power Corporation and Mekelle Branch. A set of questionnaires were prepared using open-ended questions.

3.2. Description of the Study Area

The Ethiopian Electric Power Corporation was selected for this study, and the Mekelle Branch was used to conduct the research. The Ethiopian Electric Power Corporation (EEPCO) was named in 1997-after serving previously in the name of the Ethiopian Electric Light and Power Authority, which was established in 1956. EEPCO is a government-owned organization responsible for the generation, transmission, distribution, and sale of electric energy throughout Ethiopia. EEPCO has a procurement phase interconnection with neighboring countries, including Djibouti, Sudan, and Kenya. EEPCO is divided into two categories: Ethiopian Electric Power (EEP) and Ethiopian Electric Utility (EEU). The current study was conducted at the Mekelle Branch of the EEP.

Currently, the corporation has a head office in Addis Ababa and 15 other regional offices. The Mekelle EEPCO branch is located in Northern Ethiopia. Mekelle is the capital city of Tigray Region and located in the northern extremes of Ethiopia extending from 33°25' to 39° 38' North latitude and from 36°27' to 40° 18' East longitudes at an average altitude of 2000 to 2200 meters above sea level. The mean annual rainfall ranges from 11.3 mm to 39.1 mm and the temperature varies from 12°C to 27°C. Mekelle has a humid and hot climate 783 km from Addis Ababa.

The study population consisted of employees from various departments of the corporation, including the human resources department.

3.3. Data Management and Analysis

The collected data were statistically analyzed using the Statistical Package for Social Sciences software (SPSS). Representations such as tables and graphs were used to ensure easy and quick interpretation of the data. Responses are expressed as percentages. Data from the completed questionnaires were checked for consistency. The items were grouped based on respondents' responses and coded for ease of use using the Statistical Package for Social Sciences (SPSS). This method was used because it is the best instrument to identify, compare, describe, and reach a conclusion, and chi-square was also used to interpret the hypotheses.

The Chi-square test is a non-parametric test. It was used to test the difference between a set of observed frequencies of a sample and a corresponding set of expected frequencies. The decision rules accept H_1 and reject H_0 if the calculated value is greater than the tabulated value. The reverse will, however, be the case; that is, reject H_1 and accept H_0 if the tabulated value is greater than the calculated value.

4. Results and discussions

This section deals with the analysis and interpretation of the data collected to determine the impact of recruitment and selection on organizational performance. The first section dealt with the socio-demographic data of the respondents, the second section dealt with respondents' opinions on recruitment, and the last section dealt with the impact of recruitment on organizational performance.

4.1. Section A: Socio-demographic Data of Respondents

Table 1. Sex of respondents

Sex	Frequency	Percentage (%)
Female	8	40
Male	12	60
Total	20	100

Source: Field survey, July 2020

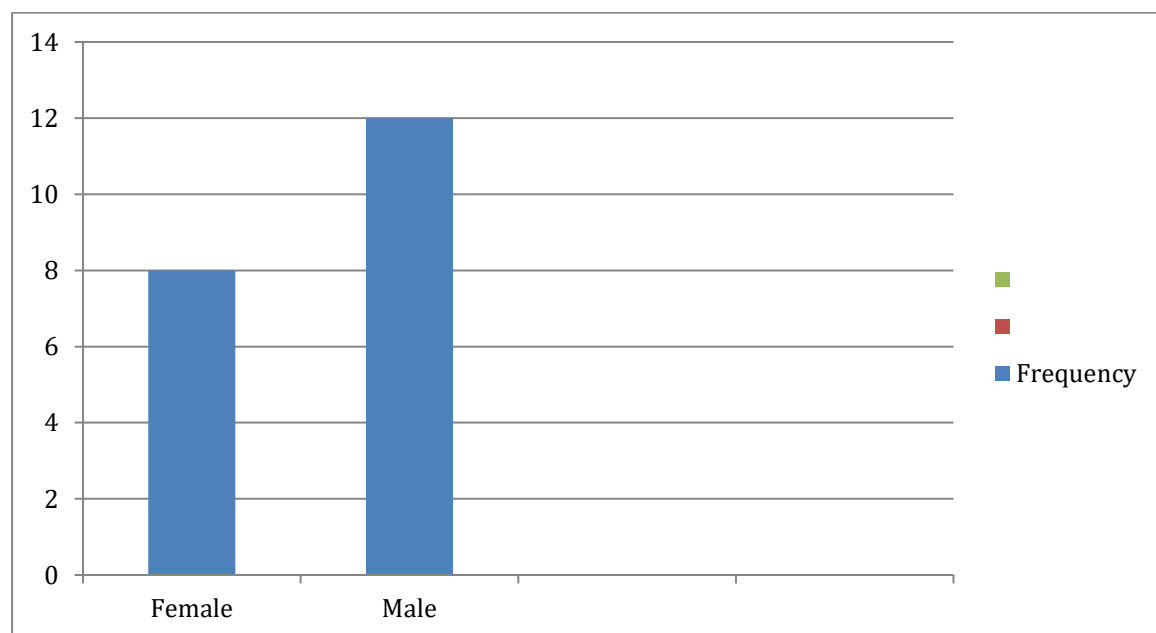


Figure 1: Sex of respondents

Table 1 and figure 1 showed that 60% of the respondents are male while 40% are female. Interpretation: The majority of the respondents were male.

Table 2. Experience of Respondents

Experience	Count	Percent (%)
1-6 years	4	20
7-12 years	5	25
13-18 years	8	40
20 and above	3	15
Total	20	100

Source: Field survey, July 2020

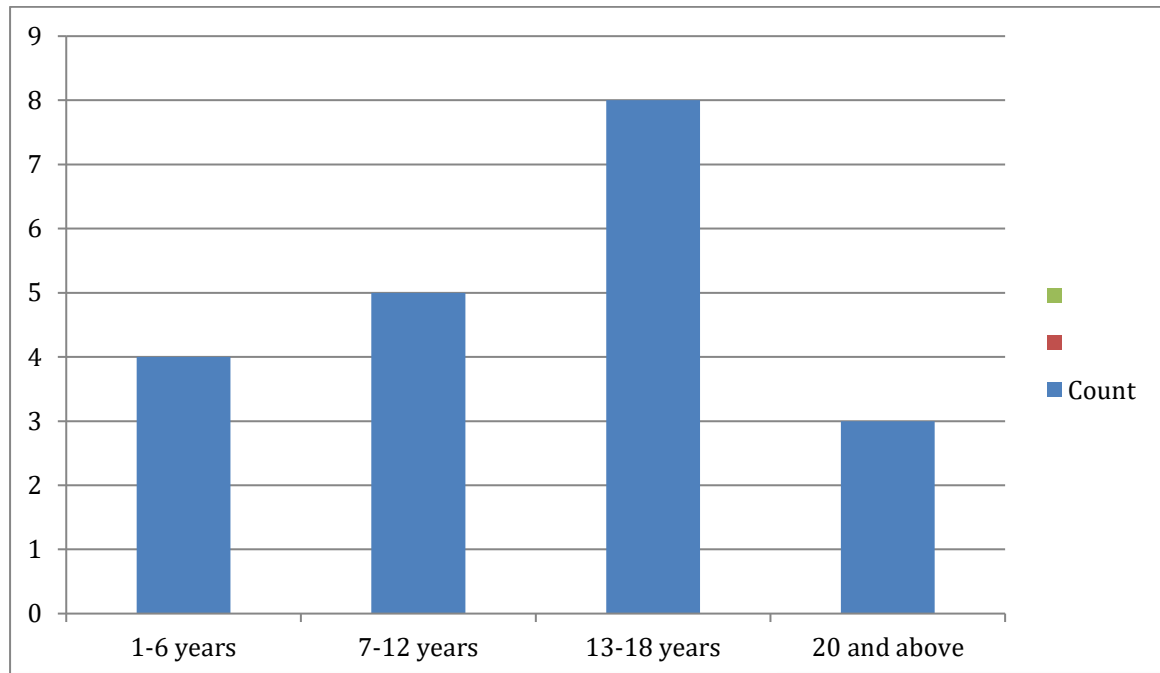


Figure 2 : Experience of Respondents

Table 2 and figure 4.2 shows that 20% of the respondents had 1-6 years of experience, 25% had 7-12 years of experience, 40% had 13-18 years of experience, and 15% had more than 20 years of experience.

Table 3: Qualification of Respondents

Qualification	Frequency	Percentage (%)
below 12 grade	2	10
Certificate	5	25
Diploma	6	30
1 st Degree	5	25
2 nd degree and above	2	10
Total	20	100

Source: Field survey, July 2020

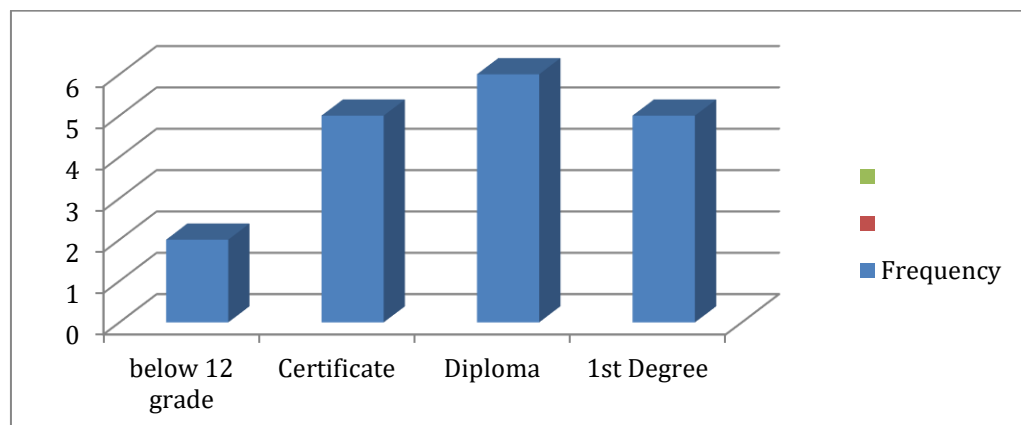


Figure 3: Qualification of Respondents

Table 3 and figure 3 show that 30% of the respondents are diploma holders, 25% have Certificate, 10% have below 12 grade, 25% have 1st Degree and 10% have MSc and above.

Interpretation: The majority of the respondents were diploma holders.

4.2. Section B: Respondent's Opinion about Recruitment and Selection Process

Table 4. Awareness about Recruitment Policy

Awareness	Frequency	Percentage (%)
Yes	17	85
No	2	10
Missing System	1	5
Total	20	100

Source: Field survey, July 2020

Table 4 shows that 85% of the respondents were aware of the formal policy for recruitment, 10% were not aware, and 5% did not answer the question.

Interpretation: Almost all the respondents are aware of formal policy for recruitment

Table 5. Formal Policy for Recruitment and Selection of Employees

Formal Policy	Frequency	Percentage (%)
Yes	16	80
No	3	15
Missing System	1	5
Total	20	100

Source: Field survey, July 2020

Table 5 shows that 80% of the respondents agreed that they had a formal policy in their place of work for recruitment, 15% said no, while 5% did not answer the question.

Interpretation: Majority of the organization have policy for recruitment and selection

Table 6. Effectiveness of the recruitment process

Recruitment effectiveness	Frequency	Percentage (%)
Very effective	11	55
Good	6	30
Not effective	3	15
Total	20	100

Source: Field survey, July 2020

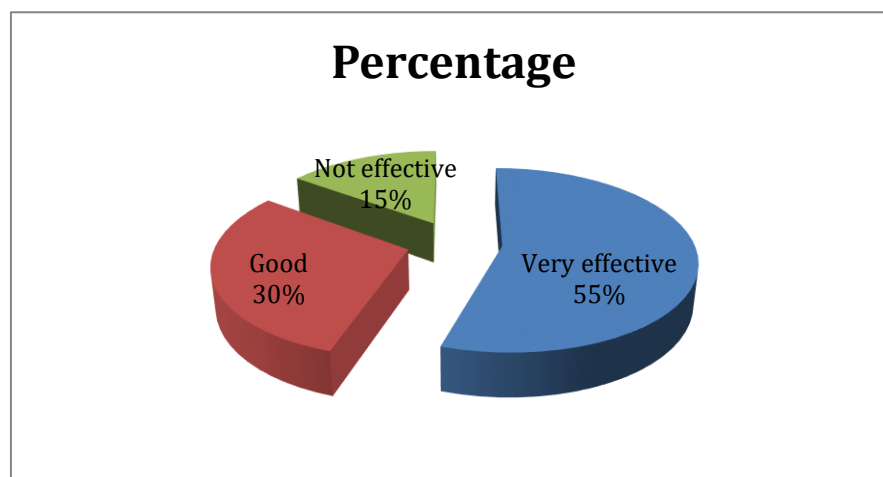


Figure 4: Recruitment effectiveness

Table 6 and figure 4 show that 55% of the respondents agreed that the recruitment and selection process in EEPCo was very effective, 30% said it was good, and 15% said it was ineffective. Interpretation: The recruitment and selection processes in the EEPCo are good.

Table 7. When vacancies occur existing staff are considered

Staff consideration of job vacancies	Frequency	Percentage (%)
Yes	8	40
No	11	55
Missing System	1	5
Total	20	100

Source: Field survey, July 2020

Table 7 shows that 40% of the respondents agree that when Vacancies exist the existing staffs are considering 55% disagree while 5% did not answer the question

Interpretation: Existing staff members are not always considered when vacancies exist in the workplace.

Table 8. Job vacancies made open to general public

Open job vacancies	Frequency	Percentage (%)
Yes	18	90
No	2	10
Total	20	100

Source: Field survey, July 2020

Table 8 shows that 90% of the respondents agree that vacancies are made open to the general public, whereas 10% disagree.

Interpretation: Vacancies are open to the public.

Table 9. Methods of advertising vacancies

Methods of advertising vacancies	Frequency	Percentage (%)
TV	5	25
Newspaper	3	15
Professional association	2	10
Employment Agencies	8	40
Employment Referral	2	10
Total	20	100

Source: Field survey, July 2020

Table 9 shows that 25% of the respondents agreed that the method of advertising recruitment is through television, 15% agreed to newspapers, 10% agreed to professional associations, 40% agreed to employment agencies, and 10% agreed to employment referral.

Table 9. EEPCo has structured recruitment process

Structured recruitment process	Frequency	Percentage (%)
Yes	18	90
No	2	10
Total	20	100

Source: Field survey, July 2020

Table 10 shows that almost all respondents agreed that EEPCo has a structural recruitment and selection process in place for new employees.

Table 10. Recruitment produce qualified candidate

Recruitment produce qualified candidate	Frequency	Percentage (%)
Yes	16	80
No	4	20
Total	20	100

Source: Field survey, July 2020

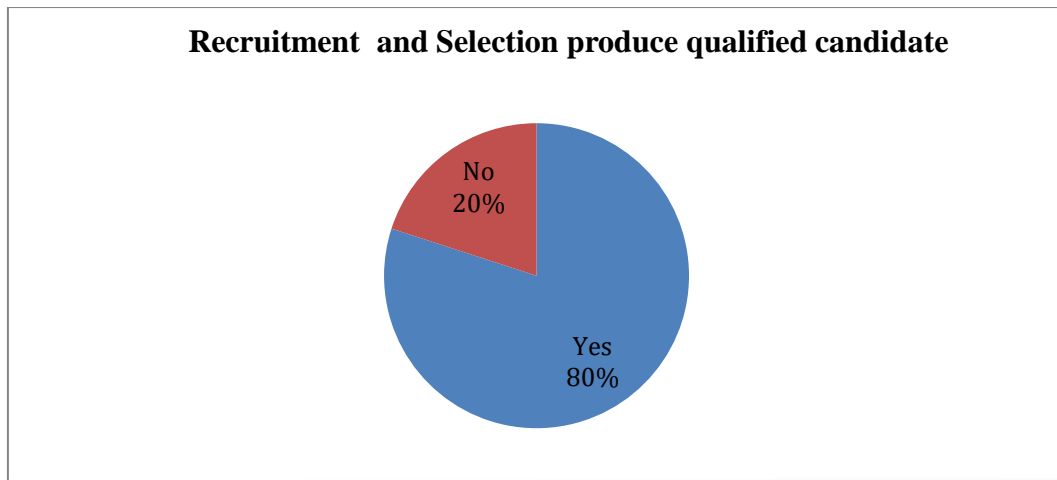


Figure 5: Recruitment produce qualified candidate

Table 11 and figure 5 show that 80% of the respondents agreed that recruitment and selection processes can produce qualified candidates, while 20% disagreed.

Interpretation: The recruitment and selection processes can produce qualified candidates.

Table 11. Recruitment and selection process lead to employment of competent staff

Employment	Frequency	Percentage (%)
Yes	16	80
No	4	20
Total	20	100

Source: Field survey, July 2020

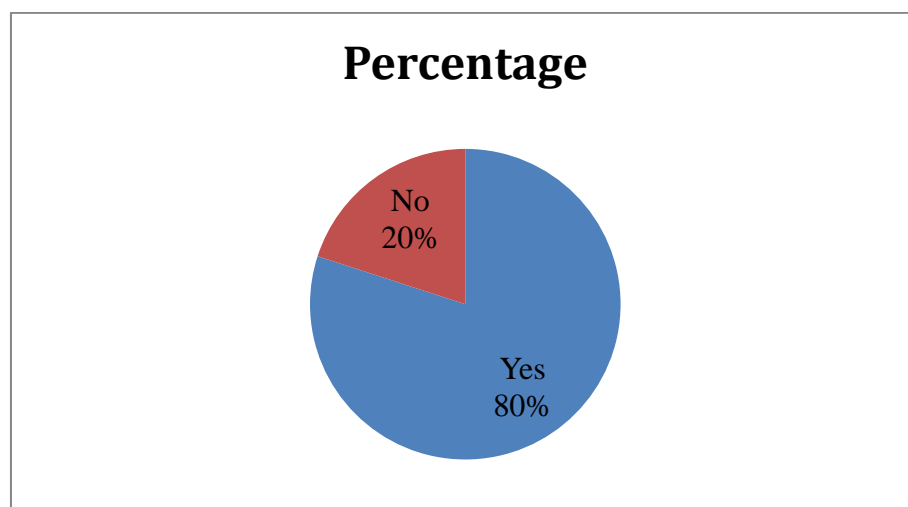


Figure 6: Recruitment and selection process lead to employment of competent staff

Table 12 and figure 6 show that 80% agreed that recruitment and selection processes lead to the employment of competent staff, while 20% disagreed.

Interpretation: That recruitment and selection process led to employment of competent staff

Table 12. EEPCo has agent that recruit for them

Agent	Frequency	Percentage (%)
Yes	11	55
No	8	40
Missing System	1	5
Total	20	100

Source: Field survey, July 2020

Table 13 shows that 55% of the respondents agreed that EEPCo has agents that recruit them, while 5% did not answer the question.

Table 13. Management circumvent recruitment process

Management circumvent	Frequency	Percentage (%)
Yes	8	40
No	11	55
Missing System	1	5
Total	20	100

Source: Field survey, July 2020

Table 14 shows that 40% of the respondents agreed that management circumvents the recruitment process, 55% disagreed, and 5% did not answer the question.

Interpretation: This shows that the EEPCo recruitment process and selection were fairly good.

Table 14. Outline of Job Analysis

Job analysis is performed	Frequency	Percentage (%)
Yes	14	70
No	6	30
Total	20	100

Source: Field survey, July 2020

This was done to determine whether the EEPCo outlines the roles, duties, and responsibilities of a particular job. Table 15 shows that 70% of the respondents agreed that EEPCo performs the job analysis required for a particular job before advertising, and 30% disagree.

Interpretation: EEPCo performs the job analysis required for a particular job before advertising vacancies for the post.

Table 15. Effect of Recruitment on organization performance

Does recruitment affect organization performance?	Frequency	Percentage (%)
Yes	18	90
No	2	10
Total	20	100

Source: Field survey, July 2020

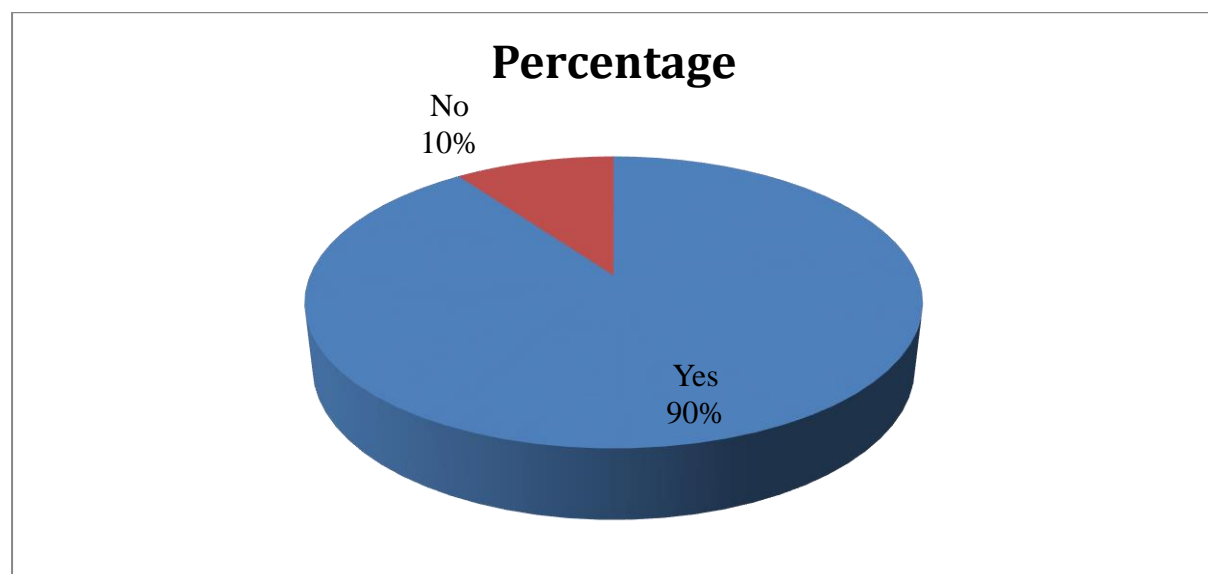


Figure 7: Effect of Recruitment on organization performance

Table 16 and figure 7 show that 90% of the respondents agreed that the recruitment process affects organizational performance, while 10% disagreed.

Interpretation: Recruitment processes affect organizational performance.

Table 16. Methods to check staff performance after recruitment

Methods to check staff performance after recruitment	Frequency	Percentage (%)
Yes	13	65
No	7	35
Total	20	100

Source: Field survey, July 2020

Table 17 shows that 65% of the respondents agreed that, after the recruitment process, there are methods to check staff performance, while 35% disagree.

Interpretation: There are methods to check staff performance after recruitment

Table 17. Selection Practices of EEPCo

Selection Practice	Frequency	Percentage (%)
Educational qualifications	14	70
Interviews	5	25
Training	1	5
Total	20	100

Source: Field survey, July 2020

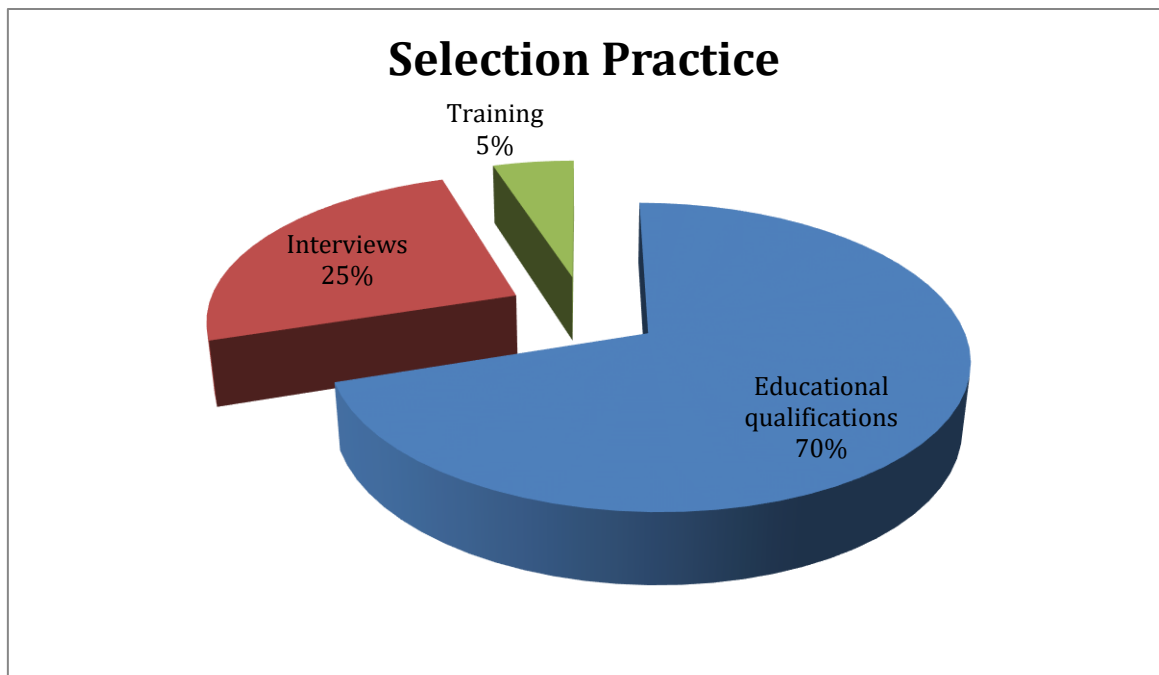


Figure 8: Selection Practices of EEPCo

Fourteen (14) of the respondents agreed that academic qualifications are the prime selection tools for new employees.

One (1) employee had the opinion that training plays an important role in the selection process. Five (5) respondents opted for interviews; they explained that the interviews were conducted to test the ability of new employees and how convincing they were before being selected.

Table 18. Factors Considered before Recruitment

Factors Considered before Recruitment	Frequency	Percentage (%)
Formal Tests	1	5
Academic qualifications	11	55
Work experience	6	30
Interviews	2	10
Total	20	100

Source: Field survey, July 2020

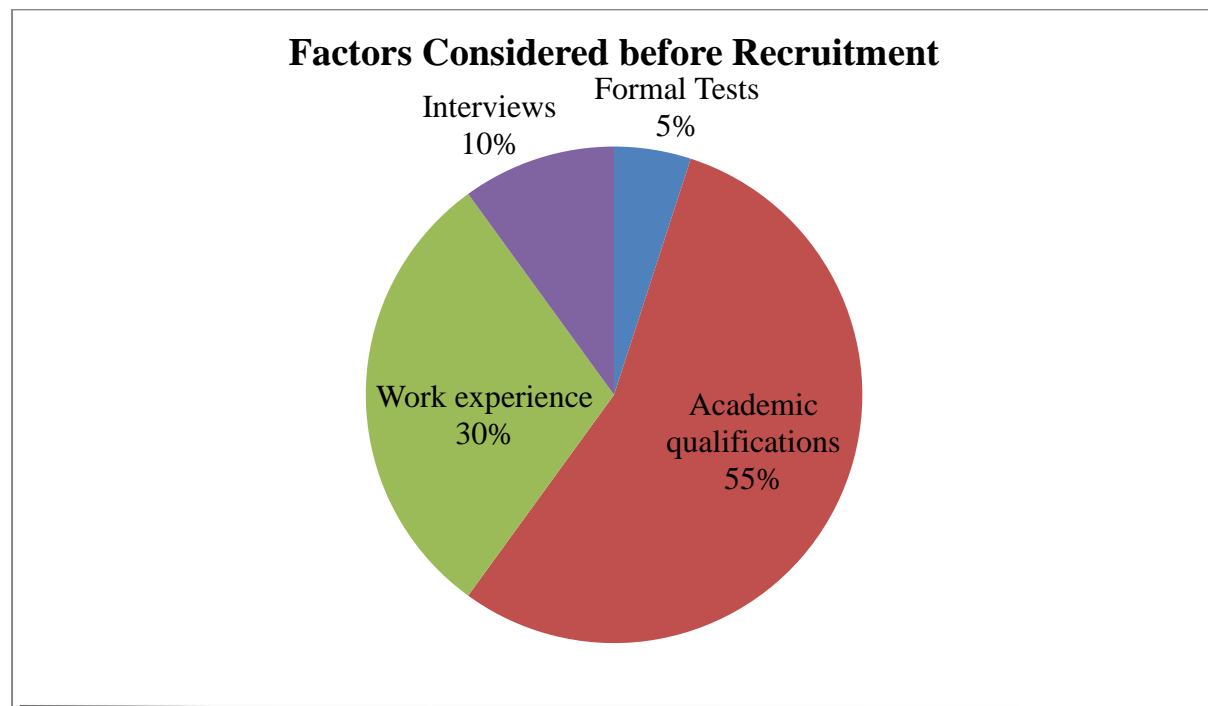


Figure 9: Factors Considered before Recruitment

Table 19 and Figure 9 show that out of twenty (20) respondents, one (1) agreed that tests are considered in selecting and employees; this is usually to test the general knowledge of prospective employees. Six (6) employees were of the opinion that work experience played an important role in the selection process, as those with experience were considered the best for the job. Two (2) respondents opted for interviews; they explained that the interviews were conducted to test the ability of new employees and how convincing they were before being selected.

Eleven (11) of the respondents agreed that academic qualifications are the prime selection tools for new employees, and that good academic qualifications most often guarantee an individual job and that it is most often considered. The literature reveals that a wide range of methods, such as application forms, interviews, formal tests, references, assessment centers, and official transcripts, are used by firms in the selection and recruitment process. An organization chooses the method that is most appropriate for job positions. Figure 9 shows that the responses are greater than the number of respondents; this is a result of respondents selecting more than one response in relation to the question asked.

Table 19. Challenges of Recruiting and Selection Practices at EEPCo

Challenges	Frequency	Percentage (%)
Poor HR planning	5	25
lack of key talents	11	55
labor turnover	1	5
Competition	3	15
Total	20	100

Source: Field survey, July 2020

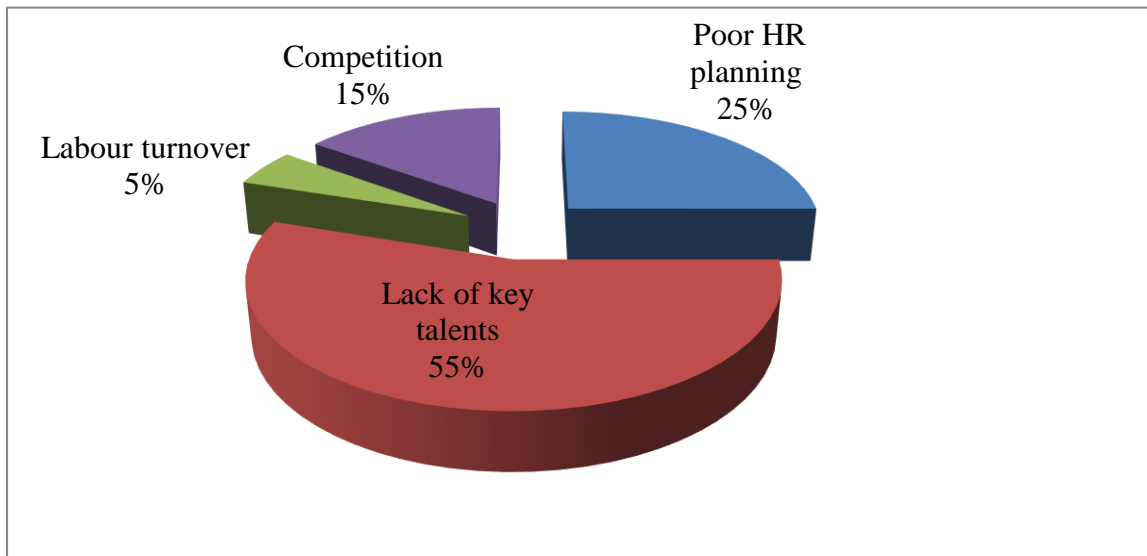


Figure 10: Challenges of Recruiting and Selection Practices at EEPCo

The researcher wanted to determine from the EEPCo the challenges the department encountered in recruiting and selecting employees. The responses are as follows. One challenge facing the recruitment and selection process at EEPCo is the availability of key talent in the job market for specialized areas within EEPCo. Eleven (11) respondents constituting 55% of the population who shared this view stated that EEPCo as an institution needs key talent to help run the corporation, which is quite difficult to find in the job market. Three (3) respondents representing 15% of the population, were of the opinion that another challenge facing EEPCo in its recruitment and selection processes is competition from other institutions. Respondents explained that institutions in the country are spring-up fast, and they are all recruiting the best to stay on top. In this sense, recruiting means competing with other institutions for the same human resources.

Another challenge according to one (1) respondent constituting 5% of the population was labor turnover, the respondents explained that most employees leave the institution shortly after being offered an appointment which goes a long way to affect the bank as money has to spent again in recruiting and selection process. Figure 10 illustrates the discussions.

Table 20. Subsequent training is need for staff

Training is needed	Frequency	Percentage (%)
Yes	18	90
No	2	10
Total	20	100

Source: Field survey, July 2020

Table 21 shows that 90% of the respondents agreed that subsequent training of the staff was needed for optimum performance, while 10% disagreed.

Interpretation: Subsequent staff training is needed.

Table 21. Training and performance

Training and performance	Frequency	Percentage (%)
Yes	17	85
No	1	5
Missing System	2	10
Total	20	100

Source: Field survey, July 2020

Table 22 shows that 85% of those who agreed that subsequent training is needed for staff agreed that it aids their performance, 5% disagreed, and 10% did not answer the question.

Interpretation: Subsequent training is needed for staff to aid their performance

Table 22. Frequency of recruitment process

Recruitment process	Frequency	Percentage (%)
Yearly	12	60
Mid-year	4	30
Monthly	1	5
Quarterly	2	10
Missing System	1	5
Total	20	100

Source: Field survey, July 2020

Table 23 shows that 60% of the respondents say that their company recruits yearly, 30% say mid-year, 5% monthly, and 10% quarterly.

Interpretation: The recruitment process occurs annually.

4.3. Section C: Influence of Recruitment and Selection on Organizational Performance.

From table 11 we deduced that: recruitment and selection process were able to produce qualified candidate, this is also upheld by table 11 that recruitment and selection process lead to employment of competent staffs also table 16 shows that Recruitment processes affect organizational performance. Therefore, we can safely conclude that recruitment and selection processes affect organizational performance.

Presentation and Analysis of Data: according to hypotheses Hypothesis 1

H₀: Recruitment and selection have no significant impact on organizational performance.

H₁: Recruitment and selection have a significant effect on organizational performance.

$$X^2_{cal} = \sum (O - E)^2 / E$$

Where: O = the observed frequency of responses

E = the expected frequency of responses

If $X^2_{cal} > X^2_{tab}$, we accept the alternative hypothesis; H₁

If $X^2_{cal} < X^2_{tab}$, we reject the alternative hypothesis; H₁

Table 23. Does recruitment and selection affect organizational performance?

Responses	Observed frequency	Expected frequency	Residual
Yes	18	10	8
No	2	10	-8
Total	20	20	0

Source: Field survey, July 2020

Table 24. The X² calculation for the effect of recruitment and selection on organizational performance

Responses	Observed frequency(O)	Expected frequency(E)	(O-E)	(O-E) ² /E	Total
Yes	18	10	8	64/10	6.4
No	2	10	-8	64 / 10	6.4
Total	20	20	0		12.8

Source: Field survey, July 2020

$$X^2_{cal} = 12.8$$

$$\text{Degree of freedom } n - 1 = 2 - 1 = 1$$

Level of significance = 5% or 0.05

Therefore, X²_{tab}, with degree of freedom at 5% level of significance = 3.84

From the values calculated above, we observe that: X²_{cal} = 12.81 and X²_{tab} = 3.84

This means that if $X^2_{cal} > X^2_{tab}$, we accept the alternative hypothesis because recruitment and selection will positively affect organizational performance.

Hypothesis 2

Ho: Recruitment and selection does not significantly enhance getting competent staff

H₁: Recruitment and selection significantly enhance getting competent staff

$$X^2_{cal} = \sum (O - E)^2 / E$$

Where: O = the observed frequency of responses

E = the expected frequency of responses

If $X^2_{cal} > X^2_{tab}$, we accept the alternative hypothesis; H₁

If $X^2_{cal} < X^2_{tab}$, we reject the alternative hypothesis; H₁

Table 25. Does the recruitment and selection processes lead to the employment of competent staff?

Responses	Observed frequency	Expected frequency	Residual
Yes	16	10	6
No	4	10	-6
Total	20	20	0

Source: Field survey, July 2020

Table 26. The X^2 showing the recruitment and selection process led to employment of competent staff

Responses	Observed frequency(O)	Expected frequency(E)	(O-E)	(O-E) ² /E	Total
Yes	16	10	6	36/ 10	3.6
No	4	10	-6	36 / 10	3.6
Total	20	20	0		7.2

Source: Field survey, July 2020

$$X^2_{cal} = 7.2$$

$$\text{Degree of freedom } n - 1 = 2 - 1 = 1$$

$$\text{Level of significance} = 5\% \text{ or } 0.05$$

$$\text{Therefore, } x^2_{tab} \text{ with degree of freedom at } 5\% \text{ level of significance} = 3.84$$

From the values calculated above, we observe that: $X^2_{cal} = 7.2$ and $X^2_{tab} = 3.84$

This means that $X^2_{cal} > X^2_{tab}$ we therefore accept the alternative hypothesis because recruitment and selection will help in making sure that qualified and competent staff are employed.

5. Conclusion

Recruitment and selection in any organization is a serious business because the success of any organization or efficiency in service delivery depends on the quality of its workforce, which is recruited into the organization through recruitment and selection exercises. The focus of recruitment and selection is to match the capabilities of prospective candidates to the demands and rewards inherent in a given job. For this reason, top-performing companies devote considerable resources and energy to creating high-quality selection systems. Recruitment and selection processes are important practices for human resource management and are crucial for organizational success.

The quality of new recruits depends on organizational recruitment practices, and the relative effectiveness of the selection phase is inherently dependent on the candidates' caliber.

From the analysis, recruitment and selection are of prime importance to the Ethiopian electric power corporation in the Mekelle branch to obtain the best employees. The recruitment and selection of employees largely determines the performance of an institution, and it is of great importance if institutions want to achieve their goals. The research also revealed that the bank has structured ways of selecting new employees. First, potential employees must have the necessary or correct educational

background before they qualify for an interview, which is the next stage once a potential employee is shortlisted. Training and orientation are the next stages, if an individual is selected or recruited.

The major challenge facing the Ethiopian electric power corporation in the Mekelle branch in its recruitment and selection practices is the lack of key talent in the job market for specialized areas within the Ethiopian electric power corporation in Mekelle branch. Competition is another challenge faced by the Ethiopian electric power corporation in its recruitment and selection practices.

From the study, it was realized that recruitment and selection are of great importance to every organization, although an integral part of human resource planning and development, its application, operation, and challenges make its policy quite difficult. Therefore, recommendations are made to help make this policy more effective.

1. All applicants were treated fairly.
2. Issues of favoritism should be avoided when selecting applicants.
3. Jobs should be well-described and analyzed to select candidates to aid in performance.
4. The human resource department should appraise employees to help them give off their best and help improve their performance; this will always keep employees on their toes to give off their best.
5. Refresher courses should be organized for employees to be abreast with trends in the ever-growing market. The analysis revealed that key talents are difficult to come by, and Ethiopian electric power corporations can help upgrade the skills of some of their staff in areas where they find it difficult to recruit in the market. This will also go a long way help staff to contribute to the success of the Ethiopian electric power corporation.

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