



Determinants of Employee Recruitment in Sidama National Regional State, Ethiopia

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Abstract

The objective of this study was to examine the practices and factors that affect employee recruitment and selection in the Hawassa City Administration of the Sidama region. The study utilized both descriptive and explanatory research methods. In order to ensure a valid analysis and inference, stratified random sampling was employed to distribute 385 questionnaires to employees of the Hawassa City Administration. However, only 294 questionnaires were filled out and returned. Additionally, interviews were conducted with the Head of the Human Resources Directorate of the city administration office and the managers of the sub-cities. The completed questionnaires were processed and analyzed using tables, graphs, and pie charts. The findings of the study revealed that the recruitment and selection practices of the Hawassa City Administration have a clear policy implemented by the Human Resources department, although the staff members are not aware of it. Furthermore, the recruitment and selection processes were found to be ineffective at the recruitment stage, and all selection processes were not carried out effectively. The results of the regression analysis also revealed that the main determinants of recruitment and selection are vacancy advertisement, selection test, selection interview, pre-employment check-ups, orientation and induction, and selection decisions, which account for 77.2% of the variance. It was found that all six factors positively and significantly affect the recruitment and selection practices at the Hawassa City Administration. Finally, it is recommended that the city administration office should

improve the overall recruitment and selection practices by periodically reviewing its policies and procedures and developing a strategy to attract new employees and retain and utilize the existing ones.

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Keywords: Recruitment and selection, Vacancy advertisement, Selection test, Selection interview, Pre-employment check-ups, Orientation and induction, Selection decisions.

1. Introduction

In any organization, manpower is a crucial element. The recruitment and selection process plays a vital role in producing capable, motivated, skilled, talented, efficient, and effective staff members, provided it is carried out properly. Conversely, if conducted incorrectly, it can have detrimental effects on the organization's goals and objectives (Gamage, 2014). The quality of work in an organization relies on the quality of its personnel. Employees who are satisfied with their organization often recommend their relatives and friends for employment. Therefore, an organization with poor recruitment and selection practices is unlikely to attract the right individuals, leading to low performance, reduced profitability, and eventual failure (Kalange, 2017). Conversely, a well-planned recruitment and selection process can identify individuals who have the potential to bring new life to the organization. Recruitment and selection are crucial subjects within human resource management as they ensure that organizations possess the necessary human skills, knowledge, and capabilities to thrive in the future. The strategic importance of recruitment and selection in enhancing organizational performance has recently been recognized, emphasizing the importance of selecting the right person for a position (Armstrong, 2009).

Employee recruitment and selection have been proven to be essential for enhancing human resource productivity and overall organizational success. A significant body of literature supports the importance of recruitment and selection in achieving organizational success. For instance, Islam et al. (2010) argue that it can become a core competency for organizations in the future. The decisions made in employee recruitment and selection have a profound impact on an organization's future performance levels. Implementing effective recruitment and selection strategies leads to improved organizational outcomes. Organizations that excel in recruiting and selecting candidates are more likely to hire and retain satisfied employees (Mansor et al., 2014).

Similarly, Fathmath et al. (2020) noted that improper HR planning generally leads to issues in recruitment and selection policies and practices. Additionally, recruitment and selection can fail when organizations lack sufficient job analysis data, key information, and appropriate selection strategies, among other factors. Manipulation of the recruitment and selection process through favoritism can also impede the independence of hiring staff in performing their duties.

In terms of the impact of factors on recruitment and selection, Mwangi et al. (2014) concluded from their research that the labor market has a significant positive effect on staff recruitment. It is evident that employment conditions in the surrounding area where the organization is located influence its recruitment efforts. Similarly, the study found that policies and procedures implemented have an effect on recruitment, addressing requirements for posting/advertising, screening, pre-employment testing, offering employment, and recordkeeping in compliance with labor laws and regulations regarding nondiscrimination and affirmative action. The study also concluded that competition among staff has clear incentives for organizations to enhance their efficiency. Job analysis was found to have a positive effect on the recruitment and selection process.

Tamrayehu (2016) conducted a study on the recruitment and selection practices of the Ethiopian Orthodox Church and identified several challenges. These included a lack of awareness at the departmental level about recruitment and selection procedures, improper description of job duties and responsibilities in vacancy advertisements, resulting in difficulties in identifying the responsible body. Additionally, there was inadequate planning for the recruitment and selection process, and a lack of equal opportunity for all potential employees, which could lead to the institution losing competitive candidates and negatively affecting its image. The church did not clearly define recruitment and candidate specifications during the recruitment process, and the selection criteria used were not relevant for selecting competent and qualified personnel.

According to a study conducted by Matiws (2019) on recruitment, selection, and retention in the Major General Hayelom Araya Military Academy, the recruitment and selection of cadets faced numerous problems, such as insufficient exams and inconsistent interview questions. These issues resulted in the inclusion of below-standard candidates and a low level of retention.

Similarly, an assessment conducted by Daniel (2018) on the recruitment and selection practices of Duna district in SNNPR identified several challenges. These included recruitment and selection not being merit-based, the use of inappropriate selection channels, the absence of an attractive salary scale, and the current regional civil servants

recruitment procedure not always allowing bureaus to hire the right candidates for the right positions.

To date, numerous studies have been conducted internationally and nationally on the topic of employee recruitment and selection. Among others, Islam et al. (2010), Rahman & Islam (2012), Mwangi et al. (2014), Darkoh (2014), Tamrayehu (2016), Kanagavalli et al. (2019), Tegegne & Berhanu (2019), and Fathmath et al. (2020) have conducted research in this area. However, there has been no study specifically focusing on employee recruitment and selection in Hawassa city. Furthermore, the effects of factors on recruitment and selection have not been thoroughly researched. Therefore, it is logical to conduct a study that contributes contemporary knowledge on this topic in the study area.

1.1. Objectives of the study

1.1.1. General objective

The general objective of the study is to describe the practices and factors affecting employee recruitment and selection in Hawassa city administration.

1.1.2. Specific objectives

The specific objectives of the study are as follows:

1. To examine the effect of vacancy advertisement on the recruitment and selection practices of Hawassa city administration.
2. To analyze the effect of selection tests on the recruitment and selection practices of Hawassa city administration.
3. To examine the effect of selection interviews on the recruitment and selection practices of Hawassa city administration.
4. To examine the effect of pre-employment check-ups on the recruitment and selection practices of Hawassa city administration.
5. To examine the effect of orientation and induction programs on the recruitment and selection practices of Hawassa city administration.
6. To examine the effect of selection decisions on the recruitment and selection practices of Hawassa city administration.

1.2. Research Hypothesis

The hypotheses assume that employee recruitment and selection are influenced by various factors, including vacancy advertisement, selection test, selection interview, pre-employment check-ups, orientation and induction, and selection decision. This study aims to examine the relationship between these variables and recruitment and selection in Hawassa city administration. Based on the research problem and questions, the following hypotheses have been developed and will be tested.

- H_1 : Vacancy advertisement has a positive effect on recruitment and selection practices in Hawassa city administration.

- H₂: Selection test has a positive effect on recruitment and selection practices in Hawassa city administration.
- H₃: Selection interview has a positive relationship with recruitment and selection practices in Hawassa city administration.
- H₄: Pre-employment check-ups have a positive effect on recruitment and selection practices in Hawassa city administration.
- H₅: Orientation and induction have a positive effect on recruitment and selection practices in Hawassa city administration.
- H₆: Selection decision has a positive effect on recruitment and selection practices in Hawassa city administration.

1.3. Significance of the Study

The study holds significance for various stakeholders in the fields of management, administration, leadership, human resource management, and job seekers in the study area, as well as relevant governmental and non-governmental organizations. The beneficiaries include mayors, municipality managers, human resource officers, ethics officers, public service offices at different levels, and similar towns within the region and country. Specifically, the study's results will have the following implications:

- It will assess the current practice of employee recruitment and selection in the study area in relation to government guidelines and common principles. This will enable relevant government bodies, including HRM officers, to promote best practices and address shortcomings.
- It will identify the internal and external factors that influence employee recruitment and selection in the study area. This will increase awareness for government officials and job seekers.
- It will serve as a benchmark for organizations that do not have proper recruitment and selection processes. Additionally, it will contribute to the researcher's knowledge and practical experience in recruitment and selection practices, fulfilling partial requirements for a master's degree in business administration. It will also serve as a starting point for future researchers interested in further study in this area.

The remaining part of the paper is organized into methodology, results, discussions, and conclusions. Additionally, declaration statements and references are included.

2. Literature Review

2.1. Definition of Key Terms

The key terms used in this study are defined as follows:

Recruitment: It is the process of identifying, screening, shortlisting, and hiring potential resources to fill vacant positions within an organization.

Selection: It refers to the process of choosing the most suitable individual from a group of applicants for a specific position and for the organization.

Factors affecting recruitment and selection: Factors affecting recruitment and selection: These are the factors that influence the recruitment and selection process within an organization. These factors, which can be controlled by the organization, include vacancy advertisement, selection test, selection interview, pre-employment check-ups, orientation and induction, and selection decision.

Sub-town employees: They are government employees serving in the eight sub-towns of Hawassa city.

2.2. Concepts of Recruitment and Selection

2.2.1. Concepts of Recruitment

In order to comprehend the recruitment process and its influencing factors, it is important to have a clear understanding of the term, considering the numerous definitions provided in the academic field. Although there are various definitions that have been proposed over the years, most of them share common themes accepted within the HRM academic sphere. Recruitment is generally viewed as a process of identifying, screening, shortlisting, and hiring potential individuals to fill vacant positions in an organization. It is a fundamental function of Human Resource Management and involves selecting the right person for the right position and at the right time. Recruitment also encompasses the activities aimed at attracting, selecting, and appointing potential candidates to meet the organization's resource requirements (Armstrong, 2005).

Opatha (2010) explains that recruitment is the process of finding and attracting suitably qualified individuals to apply for job vacancies within an organization. It encompasses a set of activities used by an organization to attract job candidates who possess the required abilities and attitudes. Recruitment involves creating a pool of qualified applicants for job vacancies within an organization. According to Ofori and Aryeetey (2011), recruitment is the process of generating a pool of competent individuals who are interested in applying for employment within an organization.

Recruitment plays a crucial role in HRM as it assists managers in attracting and selecting the best candidates for an organization. Parry and Wilson (2009) define recruitment as the practices and activities undertaken by an organization to identify and attract potential employees. Similarly, Mansor et al. (2014) explain that recruitment refers to the process of locating and attracting individuals who have the potential to fill job vacancies. The ultimate goal is to find and hire the most suitable individuals for the job.

Recruitment involves identifying and encouraging individuals with the necessary skills and qualifications (potential candidates) to apply for existing or future job openings in the organization. According to Erasmus et al. (2005), recruitment encompasses the activities in human resource management aimed at attracting job candidates who possess the required potential, competencies, and traits to fulfill job requirements and help the organization achieve its objectives.

In general, recruitment is the process of seeking and attracting suitably qualified job candidates who can effectively fill

vacant positions. It is widely recognized as an important component of HRM with significant implications for organizational success.

2.2.2. The Concept of Selection

Employee selection is closely connected to recruitment in the HRM process of any organization. Recruitment serves as a prerequisite for selection, as the process begins with recruitment and proceeds to selection. Numerous definitions of employee selection can be found in the literature. Karanja et al. (2014) define employee selection as the process of selecting the most efficient and qualified employee for a position, free from nepotism and favoritism. Similarly, employee selection involves the application of tools and techniques to appoint suitable personnel for a vacancy, as indicated by Bratton and Gold (2007). It entails identifying and employing individuals whose overall characteristics match the requirements of the job. The objective of this process is to assess applicant characteristics against job requirements in order to narrow down the selection to suitable match.

Selection is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s), given management goals and legal requirements. Selection involves the use of one or more methods to assess applicant's 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 select only a few applicants to fill the vacancy. Thus, selection function may be a negative function rather than a positive function (Gamage, 2014).

Selection is the process of choosing the most suitable applicant from a pool of recruited candidates to fill a specific job vacancy (Opatha, 2010). Ofori and Aryeetey (2011) define selection as the process that utilizes specific instruments to choose the most suitable individuals for a job.

Employee selection can also be described as the process of selecting the most efficient and qualified employee for a position, free from nepotism and favoritism. Selecting employees based on their qualifications and experiences that align with their aspirations is not the final step for management, as these employees should be trained and empowered to make decisions related to their jobs without constantly referring to their managers. Selecting the right candidates for the required job also enables organizations to save time and money (Karanaja et al., 2014). The selection procedure involves proper screening of candidates, testing all potential candidates who have applied for the job. While selection has always been a key part of managing and leading people in organizations, it has become increasingly important as organizations view their workforce as a source of competitive advantage (Dorra & Al sabag, 2010).

During the selection procedure, proper screening of applicants takes place. All potential candidates who apply for the given job are tested. The objectives of the selection function are to ensure the right person is placed in the right job, establish and maintain a positive employer image, and maintain a cost-effective selection process (Ekwoaba et al., 2015).

Although recruitment and selection are sometimes considered as separate processes, they are two steps within a single process, with selection being the final step of recruitment. However, there are differences in the implementation of each

step. Recruitment involves searching for and encouraging applicants to apply for available positions in the organization. On the other hand, selection is a process of observing and screening the most suitable candidates for the available positions. This process may involve multiple phases (Joshi, 2013).

2.3. The Recruitment and Selection Process

In various literature, the recruitment and selection process includes sourcing candidates through advertising or other methods, screening potential candidates using tests and interviews, selecting candidates based on the results of the tests or interviews, and onboarding to ensure their effective transition into their new roles.

The recruitment process typically consists of a sequence of steps that must be followed to ensure the appointment of the best-suited job applicant in terms of relevant knowledge, skills, and capabilities. These steps provide a sequential and systematic approach to managing the recruitment process. It usually begins with human resource planning to assess the supply and demand realities of the labor force. This is followed by considerations of a more operational nature, including a thorough job analysis, understanding the nature and requirements of the position, and determining the qualifications needed for the job (Erasmus et al., 2005).

Different techniques can be utilized in the recruitment and selection process. For example, Saviour et al. (2018) mentioned a variety of recruitment approaches such as employee referrals, campus recruitment, advertising, recruitment agencies/consultants, job sites/portals, company websites, and social media. Most organizations employ a combination of these methods as part of their recruitment process or overall strategy. The choice of recruiting channels depends on factors such as the job position, the company's employer brand, the resources available to the recruiting team, and the recruitment budget. It may be beneficial to use multiple channels and determine which ones yield the best results.

As previously mentioned, recruitment involves identifying and attracting job seekers to create a pool of qualified applicants. The process typically consists of five interconnected stages: planning, strategy development, searching, screening, and evaluation and control. An effective recruitment program aims to attract a large number of qualified applicants who will successfully pass the screening process and accept job offers from the organization (Kalange, 2017).

While the recruitment and selection process can vary depending on various factors, most literature emphasizes five important steps in recruitment and selection. According to Shafique (2012), these steps include recruitment planning, strategy development, searching, screening, and evaluation and control. Each stage encompasses a set of related activities. For instance, the planning stage involves identifying vacancies, conducting job analysis, creating job descriptions, specifying job requirements, and evaluating job positions.

The methods used for recruitment will depend on the organization's chosen source of recruitment (Ejiofor, 1989). If the organization decides to prioritize internal recruitment, the methods may include posting job openings on public boards to inform all employees and allow for open competition, confidentially reviewing employee records and selecting candidates, and announcing vacancies to employees and unions, who can then inform their friends, relatives, and colleagues. These methods are suitable for filling low-paid positions within the organization.

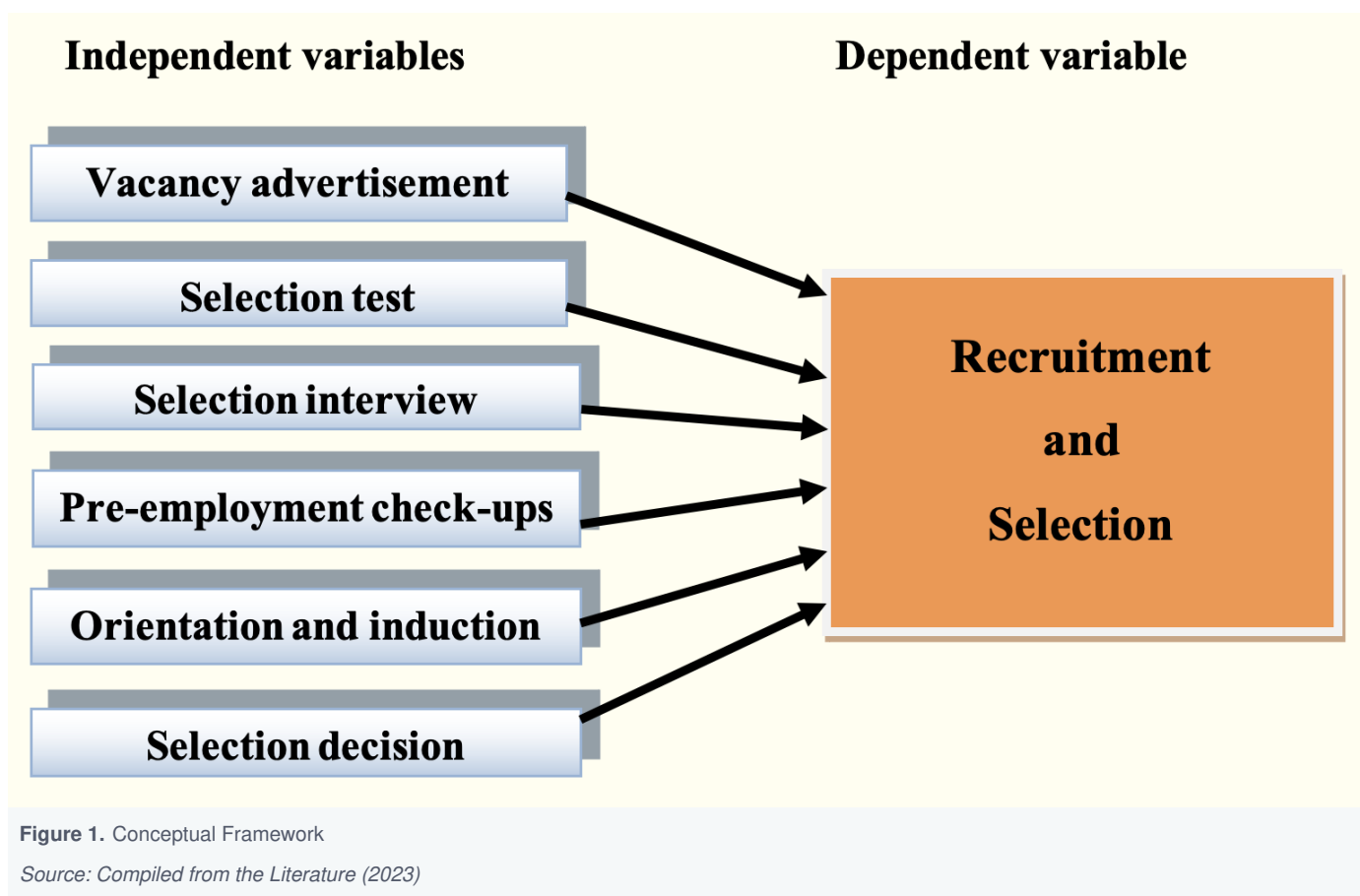
2.4. Theoretical Framework of the Study

A comprehensive examination of the literature on human resource management, specifically in the context of recruitment and selection, reveals that theories and approaches in this area cannot be viewed in isolation. They are intertwined with the ongoing semantic debate and academic discourse on the development of personnel administration into personnel management and eventually human resource management (HRM). By analyzing the paradigmatic development of HRM from an evolutionary perspective, it becomes evident how different schools of thought have influenced the understanding of human resource practices, including recruitment and selection (Mathis and Jackson, 2008).

Scholarly discussions have highlighted various approaches that have emerged over the years. These include scientific management, human relations, strategic management, Japanese management, industrial psychological approaches, contemporary approaches, and the paternalistic approach. These approaches have contributed to the development of sound HRM theory and practice. Presently, it is widely accepted that the HRM function should be seen as an overarching concept that encompasses strategic human resource planning, compensation, training and development, labor relations, and recruitment and selection (Sisson, 1994; Torrington and Hall, 1995).

Efforts have been made to examine theoretical approaches proposed by different scholars in the field of employee recruitment and selection. Some of the approaches explored include Barney's resource-based view (1991), Teixeira's human capital theory (2002), Adams' equity theory (1963), Sekiguchi's person-organization fit and person-job fit theory (1996), and the social exchange theory (AMO theory) (Al-Jubari et al., 2019). Among the aforementioned approaches, this study focuses on the person-organization fit and person-job fit theory, which has been advanced by various scholars in the field. Person-organization fit refers to the compatibility between an individual and the organization, highlighting the extent to which they share similar characteristics and meet each other's needs. Person-job fit, according to Edwards (1991), pertains to the alignment between an individual's abilities and the demands of a job, or the congruence between an individual's desires and the attributes of a job (Karanja, 2014)).

According to Harada and Bowman (2004), the concept of "fit" has been employed in selection research to examine the alignment between job requirements and organizational attributes as they pertain to job applicants. Studies on selection using the fit concept have shown improvements in employee attitudes and job performance (Kristof-Brown, 2000). Person-job fit (PJF) refers to the compatibility between an applicant's knowledge, skills, and abilities (KSAs) and the specific job requirements. Person-organization fit (POF) refers to the alignment between an applicant's personal attributes and the broader organizational attributes, assessing how well a person fits with existing organizational members and the overall organizational culture (Kristof-Brown, 2000; Rynes & Gerhart, 1990). The underlying assumption is that factors related to PJF and POF play crucial roles in identifying and selecting competent employees. This implies that both types of "fit" contribute to maintaining high employee performance and producing quality work.



3. Materials and methods

3.1. Research Design and Approach

According to Kothari (2004), research design refers to the conceptual structure within which research is conducted. It serves as the blueprint for collecting, measuring, and analyzing data. Its purpose is to ensure that the study is relevant to the problem at hand and employs cost-effective procedures. In most research manuscripts, the selection of a research design is based on factors such as the nature of the research problem, the researcher's personal experience, and the intended audience of the study. Descriptive research design, as outlined by Cohen et al. (2007), aims to understand existing conditions, prevailing practices, held beliefs or attitudes, ongoing processes, felt effects, or developing trends. It focuses on exploring the relationship between what currently exists and preceding events that have influenced or impacted the present condition or event. At times, descriptive research aims to investigate how what is or what exists is related to some preceding event that has influenced or affected a present condition or event.

An explanatory research design is a correlational design that aims to examine the degree to which two or more variables co-vary, meaning that changes in one variable are reflected in changes in the other. Explanatory designs involve establishing associations between multiple variables (Creswell, 2012). In this study, an explanatory research design will be used to investigate the factors influencing employee recruitment in Hawassa city.

Therefore, to comprehensively explore the factors affecting employee recruitment and selection, the researcher employed both descriptive and explanatory research designs. Both quantitative and qualitative data collection tools were utilized to gain a thorough understanding of the research problem. It was important to combine the strengths of each data type; quantitative data provide generalizability, while qualitative data offer insights into the context or setting.

3.2. Target Population of the Study

The target population for this study consisted of civil servants and workers in various public service offices in Hawassa city. The city is divided into eight sub-cities, further sub-divided into 14 Kebeles. There are a total of 74 public offices within the Hawassa city administration. According to information obtained from the public service office, the total number of public employees in Hawassa city is 10,188, with 8,326 employees at the city level, of which 4,149 are males and 3,177 are females. Additionally, there are 1,799 employees at the sub-city level, with 1,002 males and 797 females. There are 63 managers/leaders, with 52 males and 11 females.

3.3. Sampling Techniques and Sample Size Determination

The present study employed the stratified sampling technique with the method of proportional allocation. Three groups were formed, including employees in the sub-cities, employees at the town/central administration, and managers or leaders. According to Kothari (2004), when using the method of proportional allocation, the sample sizes from different strata are kept proportional to the size of each stratum. Proportional allocation is considered the most efficient and optimal design when the cost of selecting an item is equal for each stratum, there is no difference in within-stratum variances, and the purpose of sampling is to estimate the population value of a characteristic. However, if the purpose is to compare differences among the strata, equal sample selection from each stratum would be more efficient, even if the strata differ in size. The simple lottery method of randomization was used to draw representative samples. The sample size for the study was determined using the sample size formula of Yamane and Taro (1967). The simplified sample size formula of Yamane and Taro (1967) was employed as follows:

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

Where:

- n = sample size
- N = total population of the study
- e = margin of error determined by the researcher (assuming a 95% confidence level and a p-value of 0.05).

$$n = \frac{10,188}{(1 + 10,188(0.05)^2)}$$

n= 385

Therefore, the sample size for the study is 385. To determine the sample size for each stratum, the proportional allocation

method formula is used as follows:

- N1= target population of employees at the town center
- N2= target population of employees in the sub-cities
- N3= target population of managers/leaders of sectors.

Whereas:

- n1 = sample size of head office employees
- n2 = sample size of sub-cities office employees
- n3 = sample size of managers/leaders of sectors.

The sample size of 385 is allocated for the three strata based on the following formula:

- $n1 = n \times N1 \div N = 385 \times 8326/10,188 = 315$
- $n2 = n \times N2 \div N = 385 \times 1799/10,188 = 68$
- $n3 = n \times N3 \div N = 385 \times 63/10,188 = 2$

Table 1. Sample frame

Strata	Population			Sample		
	Male	Female	Total	Male	Female	Total
Employees at the city level	4149	3,177	8,326	199	116	315
Employees in the sub-cities	1002	797	1,799	39	29	68
Managers/heads of sectors	52	11	63	1	1	2

Source: Hawassa city public service office, 2023.

Purposive sampling technique was used to include the HR directorate of the city administration office and managers of the sub-cities. Therefore, the total number of samples is 385.

3.4. Data Type and Source

Both primary and secondary data gathering tools were used in this study.

Primary Sources

Both a questionnaire for employees of public service organizations and key informant interviews were utilized to obtain primary information.

Secondary Source

Document analysis was utilized to supplement the information obtained through primary sources. Different policy documents, national and regional decrees and guidelines, directives, frameworks, legal documents, suggestion books, and related documents were used as needed for the research activities.

3.5. Tools and Procedures of Data Collection

A questionnaire was used to obtain information from public service workers at city administration offices and subsequent workers at the sub-cities level. Questionnaires provide efficient information by enabling the gathering of a large amount of data fairly and quickly. They are also less time-consuming and allow for data collection from many people within a short period of time. The questions in the questionnaire were prepared after a thorough review of literature on the areas of employee recruitment and selection and through conducting a pilot survey on limited offices by the researcher. The items in the questionnaire were prepared in a way that they can answer the research questions. Close-ended questions with a 5-point rating scale from "Strongly Disagree" = 1 to "Strongly Agree" = 5 were included and administered by the researcher and two assistants.

Semi-structured interviews were used to obtain information from the city administration HR directorate and managers of the sub-cities. Key informant interviews were conducted to obtain detailed information from managers or leaders of offices regarding the existing practices of recruitment and selection and factors influencing the process of recruitment and selection in the town. Similarly, the interview items were prepared by the researcher after reviewing the literature. There was an interview guide designed in line with the research questions.

3.6. Method of Data Analysis and Interpretation

The data obtained through questionnaires were analyzed quantitatively, while the information obtained through interviews was analyzed qualitatively. Therefore, both qualitative and quantitative techniques of data analysis were employed in the study. Since the objective of the study is to describe the existing practices of recruitment and selection and to examine the relationship between factors and recruitment and selection, both descriptive and inferential statistics were used. Quantitative analysis of the data involved simple frequencies, percentages, mean values, standard deviations, and correlations. Pearson correlations were used to test the relationship between factors (independent variables) and recruitment and selection (dependent variables).

Qualitative data obtained through interviews were analyzed by examining the words, statements, and narratives. The items included in the qualitative and quantitative tools were designed to address all research questions. The qualitative and quantitative analysis was applied to the research questions in the study. Based on the findings, necessary interpretations and recommendations were made.

To ensure the validity of the study's findings, several points were emphasized: triangulation of data sources was conducted to provide coherent justification for themes, and self-reflections were made to ensure open and honest narration.

3.7. Ethical Considerations

Several ethical perspectives were followed before gathering data through all tools. A formal request was made to organizations to gain access and acceptance for obtaining information, while also disclosing the identity and background of the researcher. Informed consent was obtained from all participants after verbally explaining the objectives of the study. Confidentiality of participants' responses was maintained and ensured.

3.8. Pilot Study

To ensure the reliability of the data collection instruments, a pilot test of the questionnaires was conducted among public employees in Hawassa city. The questionnaire was tested on 10% of the sample size. The reliability of the quantitative questionnaire was calculated using the Cronbach's alpha method.

4. Results

4.1. Response Rate

As stated in the research proposal, a total of 385 questionnaires were expected. However, only 294 questionnaires (76.36%) were completed and returned during the data collection process. Out of these, 91 questionnaires were unreturned, with 65 unreturned during data collection and 26 discarded due to incompleteness and a large number of missing values. Additionally, interviews were conducted with a total of 2 key informants from the city administration office.

4.2. Reliability Assessment

To determine the reliability of the data, Cronbach's alpha reliability test was conducted on data collected from a representative sample of 30 respondents. The generated results showed that all the values were above 0.75, indicating acceptable reliability (Table 1). According to Nunally (1978), a minimum value of 0.70 is considered acceptable.

Table 2. Reliability Statistics

Items	Cronbach's Alpha for each	No. of items	Overall Cronbach's Alpha
Recruitment & Selection practice	.762	6	.849
Vacancy Advertisement	.840	5	
Selection test	.851	3	
Selection interview	.692	4	
Pre-employment check-ups	.758	2	
Orientation and Induction	.822	3	
Selection decision	.753	2	

Source: *Researchers Field survey result, 2023.*

Table 2 above shows the reliability analysis result of the items used to gather data from respondents. The overall reliability result of the Cronbach's alpha coefficients was 0.849, with coefficients for each item ranging from 0.762 to 0.851. The minimum coefficient observed was 0.692. According to Hair et al. (2006), an item with a Cronbach's alpha coefficient of 0.6 or above is considered reliable.

4.3. Correlation of Factors that Influence Recruitment and Selection

recruitment and selection. The results revealed a strong positive and significant relationship between recruitment and selection and vacancy advertisement ($r = 0.759^{**}$, $p < 0.01$). Additionally, there was a strong positive correlation between selection test and recruitment and selection ($r = 0.569^{**}$, $p < 0.01$), as well as a strong positive correlation between selection interview and recruitment and selection ($r = 0.722^{**}$, $p < 0.01$). Moreover, there were strong and positive relationships between employment check-ups and recruitment and selection ($r = 0.691^{**}$, $p < 0.01$), orientation and induction and recruitment and selection ($r = 0.721^{**}$, $p < 0.01$), and selection decision and recruitment and selection ($r = 0.681^{**}$, $p < 0.01$). These findings indicate that factors such as vacancy advertisement, selection test, selection interview, employment check-ups, orientation and induction, and selection decision significantly influence recruitment and selection, as shown in Table 3 below.

Table 3. Correlation of Factors that Influence Recruitment and Selection

		RS	VA	ST	SI	EC	INDU	SD
RS	Pearson Correlation	1	.759**	.569**	.722**	.691**	.721**	.681**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
VA	Pearson Correlation	.759**	1	.435**	.507**	.234**	.805**	.465**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
ST	Pearson Correlation	.569**	.435**	1	.597**	.334**	.354**	.261**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
SI	Pearson Correlation	.722**	.507**	.597**	1	.405**	.446**	.320**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
EC	Pearson Correlation	.691**	.234**	.334**	.405**	1	.330**	.140*
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.017
INDU	Pearson Correlation	.721**	.805**	.354**	.446**	.330**	1	.399**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
SD	Pearson Correlation	.681**	.465**	.261**	.320**	.140*	.399**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.017	.000	

****.** Correlation is significant at the 0.01 level (2-tailed).

*****. Correlation is significant at the 0.05 level (2-tailed).

4.4. Assumptions for Multiple Linear Regression Analysis

According to Pallant (2005), coefficients in multiple linear regression analysis indicate the relationships between one dependent variable and several independent variables. Multiple regression also helps determine the extent to which changes in the dependent variable can be explained by independent factors. To ensure the validity of multiple linear regression models, certain fundamental assumptions must be satisfied. Inferences about the theory are considered valid only if the results of the assumption tests are not violated. Linear regression analysis is a systematic approach used to examine the impact of one or more predictor variables on the dependent variable. It allows us to assess how effectively one or more independent variables can predict the value of a dependent variable. In this regard, a multiple linear regression analysis is particularly necessary to investigate the effects of individual and overall selected determinant factors on small and medium manufacturing enterprises, as explicitly stated in the hypothesis. In this study, it is essential to conduct multiple linear regression analyses to determine whether the required preliminary assumptions are met and if the data analysis coefficients fulfill the criteria for reliability and validity. The following assumptions of multiple linear regression will be tested step by step using SPSS version 24.

4.4.1. Linearity Assumption Test

The linearity assumption test determines if the dependent variable can be expressed as a linear function of the predictor variables (Balance, 2004). If the data in the test result follows a normal distribution, the data points should be close to the diagonal line. The scatterplots illustrating the relationships between the independent and dependent variables indicate the results of the linearity assumption test. A significance value smaller than 0.05 in the linearity test suggests the presence of a linear relationship. Alternatively, a graphical approach can be used to visually examine the plots for linearity relationships. The data points are arranged in an oval shape to display linearity. Linearity represents a direct relationship between independent and dependent variables in nature. The scatterplots in the figure below demonstrate that the relationships between the independent and dependent variables are linear, confirming the test assumptions.

Normal P-P Plot of Regression Standardized Residual

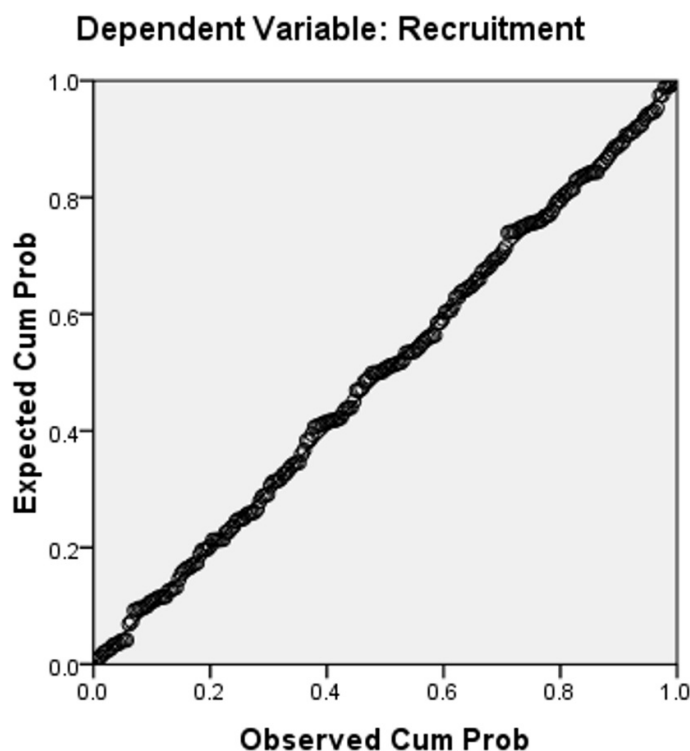
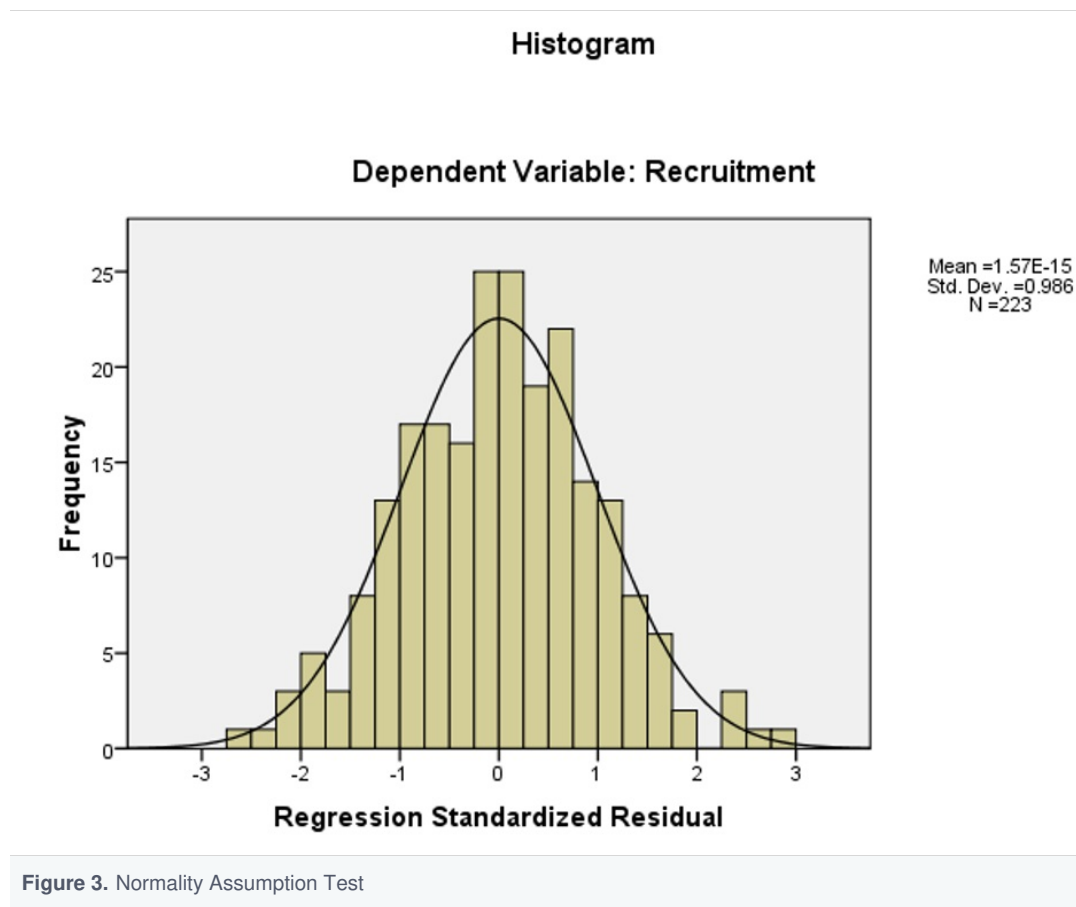


Figure 2. Linearity Assumption Test

4.4.2. Normality Assumption Test

The normality assumption test assesses whether the dependent variable is normally distributed as a continuous variable. The test result provides a visual representation in the form of a symmetrical, bell-shaped curve, indicating a large frequency of scores around the middle of the distribution with fewer frequencies towards the extremes. The normality assumption test helps determine if the error terms follow a normal distribution. In hypothesis tests and confidence intervals, it is expected that the residuals adhere to a normal frequency distribution. The residuals should exhibit a typical probability distribution with a mean of zero and consistent variation. This can be evaluated by utilizing a normal probability

plot of the residuals. In this study, the normality test of the data is revealed by the following histogram, which demonstrates that the error terms are normally distributed.



4.4.3. Multicollinearity Assumption Test

Multicollinearity refers to the situation when the independent/predictor variables are highly correlated with each other. One assumption in multiple linear regression is to investigate whether there is a significant multicollinearity issue among the independent variables (Burns, 2008). This can lead to a paradoxical effect where the regression model fits the data well, but none of the predictor variables have a significant impact on predicting the dependent variable. In this study, multicollinearity was assessed using tolerance and VIF statistics. According to Andy (2006), a tolerance value less than 0.1 indicates a serious collinearity problem. Burns (2008) also states that a VIF value greater than 10 signifies a serious collinearity problem. Field (2009) emphasizes that tolerance values below 0.1 indicate serious problems, although some statisticians suggest values below 0.2 as a concern. Multicollinearity refers to higher linear relationships among the independent variables. Multicollinearity becomes an issue when the R^2 value between a predictor and the remaining predictors is exceptionally high. SPSS provides two transformations of the squared correlation coefficients upon request. One is tolerance, which is equal to 1 minus the R^2 value. The second is VIF, the variance inflation factor, which is the reciprocal of the tolerance. Tolerance values below .1 indicate a problem. This is commonly assessed using the Variable Inflation Factor (VIF) statistics. VIF values close to 1 indicate small inter-correlations among the independent factors.

However, VIF values greater than 10 suggest collinearity as a problem. $VIF = 1/\text{tolerance}$, where $\text{tolerance} = 1 - R^2$, and R^2 is the coefficient of determination. Additionally, correlation analysis is conducted to examine potential multicollinearity problems.

Table 4 below displays the independent variables, including management, finance, technology, training, and government. The tolerance values for these variables are above 0.1, and the VIF values are less than 10, indicating no serious multicollinearity problem among the independent variables.

Table 4. Results of Multicollinearity Test		
	Collinearity Statistics	
	Tolerance	VIF
Vacancy Advertisement	.186	5.369
Selection Test	.548	1.824
Selection Interview	.961	1.040
Pre-Employment Check-ups	.317	3.158
Orientation & Induction	.273	3.662
Selection Decision	.787	1.270

^a *Dependent Variable: Recruitment & Selection*

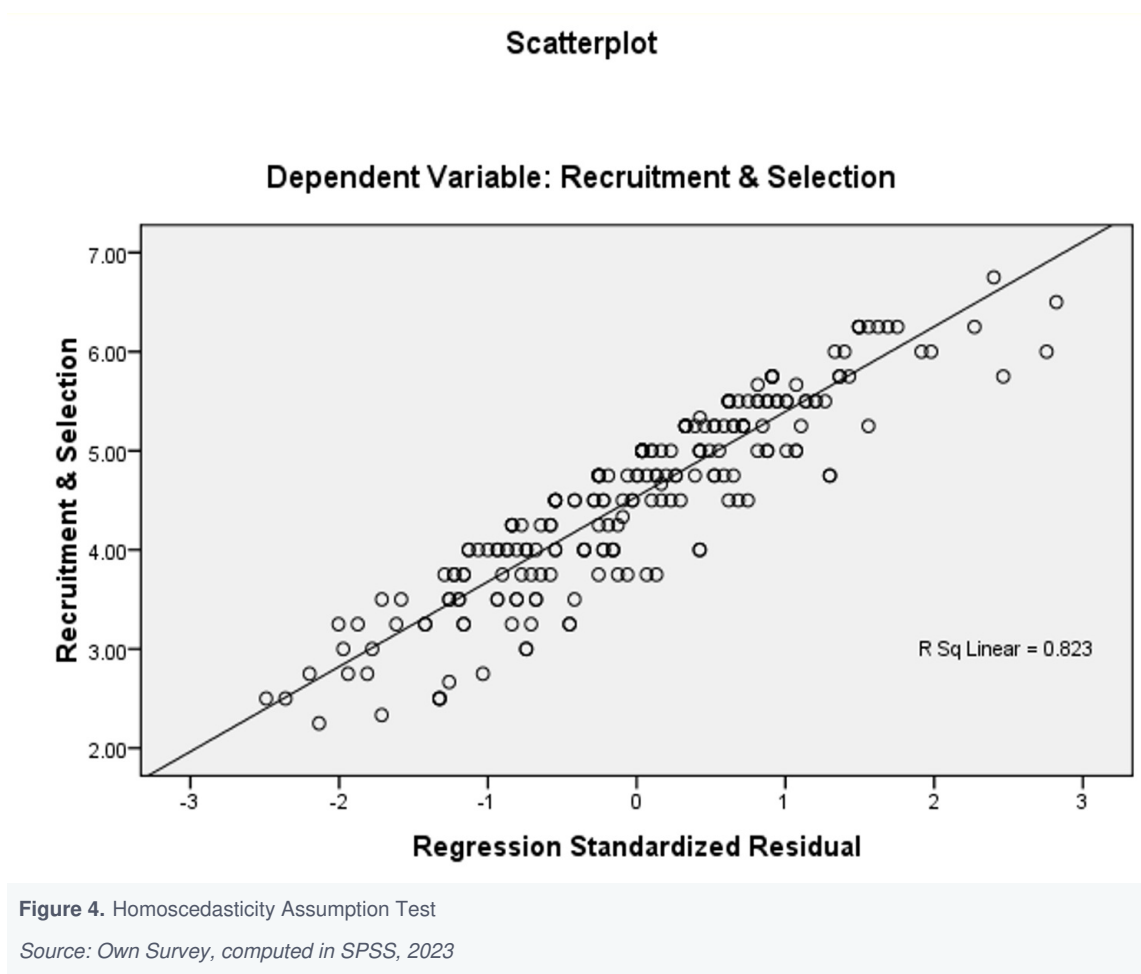
Source: Own Survey, computed in SPSS, 2023

4.4.4. Homoscedasticity Assumption Test

The assumption of homoscedasticity implies that the errors in the independent factors have equal variance across all levels, indicating consistent spread between the independent factors. It is expected that the variances around the regression line are the same for all values of the predictor variables. Homoscedasticity assumes that the random noise in the dependent variable remains the same regardless of the values of the independent variables. A visual examination of a plot of the standard residuals by the regression standard predicted value can be used to test for homoscedasticity. Ideally, the residuals should be randomly scattered around zero (the horizontal line) in an evenly distributed pattern.

However, heteroscedasticity occurs when the scatter plots are not even, resulting in fan and butterfly-like shapes in the visual representation, indicating a violation of the assumption.

In our assessment of homoscedasticity, the randomly scattered plots created in the SPSS analysis around zero, when standard residuals versus standard predicted values are considered, indicate no heteroscedasticity problem, as shown in the figure below.



4.4.5. Independence of Residuals Assumption Test

The independence of residuals assumption test ensures that the observations (individual data points) are independent of each other (uncorrelated). The Durbin-Watson statistic is used to test for the independence of residuals. The Durbin-Watson statistic ranges from 0 to 4. As a general guideline, residuals are considered independent (not correlated) when the Durbin-Watson value is approximately close to 2. Values below 1 and above 3 indicate problems and cause for concern, potentially rendering the analysis invalid. To test for the presence of autocorrelation, the Durbin-Watson test is employed. This test examines correlations between errors and assumes that the error terms are stationary and normally distributed with a mean of zero. In this case, the Durbin-Watson statistic yielded a value of 1.294. As the result approaches 2 and falls within the range of 1 to 3, the assumption of independence of the residuals is satisfied.

4.5. Multiple Regression Analysis

The purpose of the study was to determine the factors influencing recruitment and selection in Hawassa city administration. A multiple regression analysis was conducted to identify the factors that affect recruitment and selection.

4.5.1. Model Summary

The results revealed an R^2 value of 0.772, indicating that 77.2% of the variance in recruitment and selection is explained by factors such as vacancy advertisement, selection test, selection interview, pre-employment check-ups, orientation and induction, and selection decision, as shown in Table 5. The remaining 34.9% is attributed to other factors not considered in this study.

Table 5. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.879 ^a	.772	.768	.20111	1.924

^a Predictors: (Constant), SD, EC, ST, INDU, SI, VA

^b Dependent Variable: RS

Table 6. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	38.983	6	6.497	160.649	.000 ^a
	Residual	11.486	284	.040		
	Total	50.469	290			

^a Predictors: (Constant), SD, EC, ST, INDU, SI, VA

^b Dependent Variable: RS

NOVA was conducted to determine the appropriateness of the regression model in providing reliable results. Typically, a regression model is considered appropriate when the confidence level is 95% or higher. Table 4.11 above displays an F-significance value of $p < 0.000$, indicating that the regression model has a probability of less than 0.001 of yielding an incorrect prediction. Therefore, the regression model has a confidence level exceeding 95%, confirming its appropriateness and the reliability of the result.

4.6. Coefficients of Recruitment and Selection and Other Variables

Table 7 below reveals a significant relationship between recruitment and selection and the following six factors: vacancy advertisement, selection test, selection interview, employment check-ups, orientation and induction, and selection decision. The relationship is significant at a 5% level of significance, indicating that all six factors contribute significantly to the effective conduct of recruitment and selection.

Table 7. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.185	.137		1.347	.179
VA	.237	.045	.275	5.259	.000
ST	.081	.028	.107	2.938	.004
SI	.341	.037	.355	9.116	.000
EC	.021	.013	.052	1.625	.004
INDU	.214	.043	.243	4.932	.000
SD	.071	.022	.107	3.318	.001

^a Dependent Variable: RS

Based on the beta coefficients presented in the table below, we can infer that a 100% change in vacancy advertisement ($\beta=0.275$, $p<0.000$), selection test ($\beta=0.107$, $p<0.000$), selection interview ($\beta=0.355$, $p<0.000$), employment check-ups ($\beta=0.052$, $p<0.000$), orientation and induction ($\beta=0.243$, $p<0.000$), and selection decision ($\beta=0.107$, $p<0.000$) will result in a 27.5%, 10.7%, 35.5%, 5.2%, 24.3%, and 10.7% change, respectively, in recruitment and selection.

4.7. Hypothesis testing using p-values

The hypotheses developed during the planning stage of the study have been tested as follows based on regression analysis.

- H1: Vacancy advertisement has a significant effect on recruitment and selection practice in Hawassa city administration. The p-value for vacancy advertisement is 0.000 at a 1% level of significance. Therefore, we accept the null hypothesis and conclude that vacancy advertisement has an effect on recruitment and selection.
- H2: Selection test has a significant effect on recruitment and selection practice in Hawassa city administration. The p-value for the selection test is 0.0004 at a 5% level of significance. Therefore, we accept the null hypothesis and conclude that the selection test has an effect on recruitment and selection.
- H3: Selection interview has a significant relationship with recruitment and selection practice in Hawassa city administration. The p-value for the selection interview is 0.000 at a 1% level of significance. Therefore, we accept the null hypothesis and conclude that the selection interview has a significant relationship with recruitment and selection.
- H4: Pre-employment check-ups have a significant effect on recruitment and selection practice in Hawassa city administration. The p-value for pre-employment check-ups is 0.0004 at a 5% level of significance. Therefore, we accept the null hypothesis and conclude that pre-employment check-ups have an effect on recruitment and selection.
- H5: Orientation and induction have a significant effect on recruitment and selection practice in Hawassa city administration. The p-value for orientation and induction is 0.000 at a 1% level of significance. Therefore, we accept the null hypothesis and conclude that orientation and induction have an effect on recruitment and selection.
- H6: Selection decision has a significant effect on recruitment and selection practice in Hawassa city administration. The

p-value for the selection decision is 0.001 at a 5% level of significance. Therefore, we accept the null hypothesis and conclude that the selection decision has an effect on recruitment and selection.

5. Discussion

The recruitment and selection practices employed by the organization lack comprehensiveness, as they do not encompass all accepted staff selection principles. Not all staff selection techniques and procedures are consistently applied at each stage, limiting the ability to recruit the best candidates and establish a strong employer brand. The recruitment and selection process fails to incorporate important steps such as selection tests and providing feedback to unsuccessful candidates. Additionally, professional reference checks are conducted randomly for selected positions, mostly focusing on higher-level positions. This means that further information to verify the accuracy and objectivity of applicants' credentials and claims may not be obtained. The organization's advertisement methods are limited, and alternative options are not utilized effectively. This indicates that other methods have not been successful in attracting a large pool of applicants for the best candidates. The recruitment and selection practices in Hawassa city administration face challenges due to a lack of awareness among staff members regarding the organization's policies, reflecting a lack of transparency and insufficient refresher training for staff. The market also experiences a shortage of manpower for certain positions, such as consultants, and a lack of qualified and experienced individuals for higher-level roles. As a result, the organization incurs high costs for consultancy services and employee training programs. Furthermore, the organization encounters difficulties in acquiring competent candidates and experiences delays in meeting the standard recruitment timeframe when relying on recruitment agencies. These challenges contribute to a lack of flexibility in the organization's recruitment process.

6. Conclusion

Based on the conclusions drawn from the findings mentioned above, the following recommendations have been made to improve recruitment and selection practices at Hawassa City Administration. The significant benefits of the identified practices cannot be overlooked; however, it is essential to take note of the following recommendations.

Firstly, the selection practices of Hawassa City Administration should align with its selection policy and adhere to best practices. The policy needs to be in line with accepted staff selection practices, and the recruiting body must follow the procedure diligently. The staff selection policy should include strategic objectives that go beyond selecting the best candidate. It should focus on building a strong employer brand, considering the interests of special groups, and stating the institution's role as an equal opportunity employer.

Formal staff selection policies would assist organizations in attracting both internal and external candidates to fill vacant positions. Having formal policies can also enhance transparency and accountability in staff selection. Furthermore, it is important to periodically review and update these policies.

Before implementing any recruitment and selection practices, job analysis should be conducted to determine job descriptions, job specifications, and job evaluations. Through proper job analysis, organizations can define the specific duties and responsibilities of each employee. This analysis will also help determine the necessary skills and knowledge required for various positions and facilitate the provision of effective compensation packages.

Consistent implementation of the HR manual is crucial for aligning the internal recruitment and selection process with guidelines and modern HR concepts. Paying attention to this aspect will motivate staff, improve their performance and engagement, and contribute to the retention of outstanding performers.

While the organization already provides induction and orientation programs for new staff members, it is necessary to continuously strengthen this process. This will support new joiners in understanding their roles, performing well, and remaining with the organization. Hawassa City Administration should explore available media options to effectively post job openings, ensuring that internal applicants can access the job postings in a timely manner. This can be achieved by utilizing the internal internet facility or providing links that lead to internal job postings. Additionally, in order to attract a large number of applicants, it is recommended that the recruitment practices employ alternative methods of recruitment.

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