



OROMIA STATE UNIVERSITY

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Recruitment and Selection Practices

(The Case of Burayu Town Selected Public Sectors, Oromia Regional State of Ethiopia)

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I, *Tolasa Tafa Wami* hereby declare that this research entitled **Recruitment and Selection Practices** (*The Case of Burayu Town Selected Public Sectors, Oromia Regional State of Ethiopia*) my original work and it is vital to reduce unwanted practice in recruitment and selection in achieving skilled and, knowledgeable human resource for nation. Any literature and data cited in this article were listed in the reference section and the work of other people that used to write this manuscript were clearly recognized and accredited by the researcher.

Abstract

The main objective of this study was to assess recruitment and selection practices in Burayu town municipality and Public Service and Human resource development office. Every organization requires human resource with the necessary qualifications, skills, ability, and knowledge through recruitment and selection from internal and external sources. To this research, descriptive research design and mixed research approach were applied. Both primary and secondary sources of data were collected using questionnaires, interview and document analysis. Primary data were collected from 70 employees and management bodies whereas secondary data were collected from Oromia Public Service and human resource development Bureau such as policy manuals, proclamations, rules, regulations, brochures, personnel database, etc. These collected data were analyzed using simple descriptive statistics and narration to come up with valid and reliable conclusions. The finding of the study shows that the recruitment and selection practices were based on merit principle and the human resource office follows or applies equal employment opportunities to all citizens. In the study area, the sources of recruits were internal and external. Before selection take place, employees had different expectation and image towards Burayu town Public service and Human Resource Development office (PSHDO) because PSHDO was responsible body for recruitment and selection. PSHDO of Burayu town attracts potentially qualified applicants to its office and municipality by different mechanisms, but newspaper/media/ advertisement was the dominant one. There were number of factors that hinder the fair practices of recruitments and selection, and management influence in selection and recruitment was high than other factors. Lastly, the researchers recommend awareness creation and follow every step of recruitments and selection in order to minimize or eliminate unnecessary steps that unfair in the practice.

Keywords: *Recruitment and Selection practices in Burayu town selected public sectors*

Chapter One

1. Introduction

1.1 Background of the Study

Effective human resource is vital today than ever. Peoples are the only unique resources we have. Each organization requires human resource with the necessary qualifications, skills, abilities, knowledge, work experience and aptitude in order to carry out its activity effectively and efficiently. Having enough physical and financial resources does not make an organization successful. Employees have to be replaced when they retire, leave, transfer and promote or for any other possible changes in employees like death, there is a constant need or urge for replacing such personnel through recruitment, and selection also promotion processes.(werther B and Davis K (1993)

Some organizations get difficulties in getting as many employees as they require. This may be because of either internal or external factors. For instance an organization that has tedious procedures of recruitments, selection and would adversely make it impossible for some people to consider joining it. On the other hand rules and regulations of the country may have influences in the selection process in any way.(Ivancerich and Glueck 1984)

Therefore, this study tried to examine the recruitment and selection in Buraya town selected public sectors which public service and human resource development office (PSHRDO) currently practices and to assess general condition of recruitment, and selection practices.

1.2 Statement of the Problem

The way HR is managed in organizations changes; and affecting all organizational system. Responding effectively requires a competent HR presence to deal with them. The environment faced by organizations and their managers is also changing. A force affecting the management of human resources is the globalization of business, as evidenced by international outsourcing and global competitive pressures. Other challenges include significant changes in economic forces and the rapid growth in technology that have changed how people work. Changing demographics in the workforce are significantly affecting management, particularly with the increase in the

diversity of employees and the aging of the workforce in many countries. All of these factors and others are combining to put more cost pressures on organizations. Employees are not only among the most important resources a firm has but they are also among the most expensive. What logically follows here is that, in order to achieve its goal and fulfill its mission, any organization needs effective human resource. To realize this there should be careful planning through which the organization acquires the right number and kinds of people at the right job.(Robert I. Mathis and John h. Jackson 2008).

What logically follows here is that, in order to achieve its goal and fulfill its mission, any organization needs effective human resource. To realize this there should be careful planning through which the organization acquires the right number and kinds of people at the right job. (Michael Armstrong 2006)

Accordingly, this research was expected to assess the current recruitment, and selection practices in Burayu town municipal and Public service and human resource development office.

1.3.Objectives of the Study

1.3.1 General Objectives

The aim of this study was to assess the Recruitment, and Selection Practices in Burayu Town municipality and Public Service and Human Resource Development office.

1.3.2 Specific Objectives

1. To assess the practices of recruitment and selection in the study area
2. To identify factors that affect the practices of recruitment and selection

1.4 Research Questions

To achieve the stated objectives, the study will use the following research questions:

1. What are the practices of recruitment and selection in the study area?
2. What are the factors that affect the practice of recruitment and selection?

Chapter Two

2. Literature Review

People are the common element in all social organizations. They create the objectives, the innovations, and accomplishments for which organizations are praised. When looked at from the perspective of the organization, people are resources. They are not inanimate resources, such as land and capital; instead, they are human resources. Without them, organizations would not exist. (Piers & Daphne 2005)

2.1 Recruitment

Lloyd & Leslie (2000) define recruitment as “the process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen. “Most organizations have a recruitment (or, as it is sometimes called, employment) function managed by the human resource department. In an era when the focus of most organizations has been on efficiently and effectively running the organization, recruiting the right person for the job is a top priority.

The role of human resource recruitment is to build a supply of potential new hires that the organization can draw on if the need arises. Thus, human resource recruitment defined as any practice or activity carried on by the organization with the primary purpose of identifying and attracting potential employees (Raymond, etal 2000). Many writers agree that the recruiting process begins with an attempt to find employees with the abilities and attitudes desired by the organization and to match them with the task to be performed.

2.1.1 Factors Affecting Recruitment

All organizations whether large or small do engage in recruiting activities, though not to the same extent. Although the emphasis may vary from situation to situation, the following are considered the most common factors affecting recruitment:-

- ❖ The size of the organization
- ❖ The employment conditions in the community where the organization is located.
- ❖ The effectiveness of the past recruiting efforts, which shows the organization’s historical ability to locate and keep people who perform well.

- ❖ Working conditions and salary benefit packages offered by the organization, which will influence turn over and therefore, the need for future recruiting.

2.1.2 Internal Recruit Sources

Job posting and bidding: - is an internal method of recruitment in which notices of available jobs are posted in central locations throughout the organization and employees are given a specified length of time to apply for the available jobs.

Skill inventories: - is another internal recruiting source. It is a list of the names, certain characteristics and skills of the employees working for the organization. Under this method the organization searches the files for potential qualified candidates for position vacancies. Identified candidates are then contacted and asked whether or not they wish to apply (Lloyd & Leslie 2000).

Transfer: - is a process used to fill a job vacancy from internal source. It is taking away an employee from one job position and assigning him/her to another on the same grade or from one job location to another under the boundary of the minimum requirement of a given position. Basically there are two kinds of transfer.

- transfer initiated by employees:*
- transfer initiated by the organization*

2.1.3. External recruit sources

Walk-ins and write-ins:- are job seekers who arrive at personnel department or send written inquiries in search of a job. It is kept in an active file until suitable openings occur or until applications are too old to be considered valid (Werther and Davis, 1993).

College recruiting: - is usually coordinated by the university or college placement center. These centers seek to help their graduates obtain employment. Organizations tend to focus especially on colleges that have strong regulations in areas for which they have critical needs (chemical engineering, Public accounting, etc...) (Raymond & etal 2000).

Advertising: - Lloyd & Leslie (2000) state that “job advertising is the placement of help-wanted advertisements in daily newspapers, in trade and professional publications, or radio and television.

Because of its advantages of reaching wider audiences, advertising is more effective method of seeking recruits. Some limitations of want ads are that they may lead to thousands of job seekers for one popular job or few may apply for less attractive jobs. Therefore, it must be prepared carefully. (Ivancerich and Glueck 1984).

Employment Agencies (public and private):-An employment agency is an organization that helps firms to recruit employees and, at the same time, aids individuals in their attempt to locate jobs (Mondy and Noe; 1990)

Professional search firms: - employers use these search firms when they need higher level, unreachable employees. Search firms usually recruit only specific types of human resources for a fee paid by the employer. For example; some search firms specialize in executive talent.

Search firms differ from placement agencies in their approaches. Placement agencies try to attract actively contact recruits among employees of other companies.

2.2. Selection

“The notion of trying to find ‘good employees’ is not very helpful-organizations need to be as specific as possible about the precise attributes they are seeking...the skills and abilities hired need to be carefully considered and consistent with particular job requirements and the organization’s approach to its market. Simply hiring the “best and the brightest’ may not make sense in all circumstances.”

- Selection is a process (a series) of specific steps used to an employer to decide which recruits should be hired. (Piers & Daphne 2005).
- Selection is the process by which companies decide who will or will not be allowed in to their organizations. Several generic standards should be met in any selection process are: reliability, validity generalizability, utility, and legality

2.2.1 Significance of the Selection Function

Successful execution of an organization’s strategy depends on the caliber of its employees. An organization’s selection decisions must reflect job requirements. The selection strategy should recognize organizational constraints, labor market realities, and should be linked to an organization’s stage in its life cycle.

2.2.2 Types (methods) of Selection

There are nine selection types (methods). There is no need to use only one type of test for any one job. These are: interviews, reference checks, biographical information, physical ability tests, cognitive ability tests, personality inventories, work-sample tests, honesty tests and drug tests (Raymond, etal 2000)

2.2.3 Selecting candidates

Ivancevich and Glueck define selection as “the process by which an organization chooses from a list of applicants the person or persons who best meet the selection criteria for the position available, considering current environmental conditions”.

The definition emphasizes the effectiveness aspect of selection, but selection decisions must be efficient and must also improve the proportion of successful employees chosen at the least cost from the applicant pool.

The basic objective of selection is to obtain the employees, most likely to meet the organization’s standards of performance. The employees’ satisfaction and complete development of their abilities are included in these objectives (Ibid).

2.2.4 Factors Affecting selection

There are a number of factors that affect the selection process. Among those the common ones are (Ivancevica and Glueck; 1993):-

- a) The size, the complexity, technological volatility and nature of the organization
- b) The labor market within which the organization functions.
- c) The working conditions the organization offers, the job itself and the organization’s image.
- d) Union membership prior to or shortly after hiring
- e) Government requirements
- f) Composition of the labor force
- g) Location of the organization

Job analysis information, human resource plan and recruits are the inputs on which the selection process depends for success. These inputs are used within the challenges of the external environment, ethical and guidelines established by the organization.

Chapter Three

2 Methodology of the Study

3.1. Research Design

Descriptive type of research was used in this research. This was because the intention of the research was to describe and evaluate the real situation of recruitment, and selection practices in study area.

3.2. Target population

The target population of the study would be two sectors i.e. employees of Burayu town Municipality and Public Service and human resource development office (PSHRDO). Total number of population was 301

3.3. Sampling Size

The Total population of the study was 301. Out of this number 130 of them were female workers and the rest 171 were male workers. On the other hand, Out of the total population 10 of them were administrative workers or members of the management at different level. The researchers selected all 10 administrative workers or members of the management using purposive sampling techniques. From the total population, 53 of them were employees of Public Service and Human Resource Development Office (PSHDO) and the rest 248 were employees of municipality. For 301 total workers, the researchers used C.R.Kothari sample size formula in order to select target population.

The researcher want to have a sample of size $n = 70$ respondents depend on time and cost to be drawn from a population of size $N = 301$ which was total number of employees in the two sectors. With strata of size $N_1 = 53$ strata of PSHDO and $N_2 = 248$ strata of municipality. Adopting proportional allocation, the researcher got the sample sizes as under for the different strata:

$$\begin{aligned} n_1 &= n \times p_1 && = \text{Where } n \text{ is assumed sample} \\ & && = n_1 \text{ is sample size we want from each stratum} \\ & && = P_1 \text{ is the proportion of population} \\ p_1 &= n \times (N_1/N) && = n \text{ is assumed sample size,} \\ & && = N_1 \text{ is number of strata one from the total population} \\ & && = N \text{ is total population} \end{aligned}$$

Source: (C.R. Kothari (1990))

For strata with $N_1 = 248$ $n_1 = n \times P_1 = 70 (248/301) = 58$, employee of municipality
For strata with $N_2 = 53$ $n_2 = n \times P_2 = 70 (53/301) = 12$, employees of PSHDO

Therefore, 58 employee of municipality and 12 employees of PSHDO were the selected respondents.

3.4. Sampling techniques

The sampling method used for this research was probability for employees and non-probability for management bodies. This method would be used because of accessibility and reachability of the sample respondent from the total population of the respondents. In addition to these probability sampling techniques were used in order to reduce sampling biases as well as give equal chance to all respondents.

3.5. Methods of Data collection

The researcher used both primary and secondary data. *The primary data* was collected from managers of the two organizations and distribution of questionnaire to 70 permanent employees who were selected by random sampling technique.

The secondary data were generated from Oromia Public Service and human resource development Bureau such as policy manuals, proclamations, rules, regulations, brochures, personnel database, etc. and external sources such as books, internet and any available materials on 'HRM' for the purpose of information gathering were assessed.

3.6. Methods of Data Analysis

Quantitative data collected from respondents were analyzed. Descriptive statistics like percentages, frequency were presented through tables.

The qualitative data, generated from key informants' interview was described thematically and presented through discussion to supplement the responses and to clearly understand issues of the recruitment, and selection practices.

Chapter Four

4. Data presentation, Analysis and Interpretation

4.1 Data presentation

This part assesses the recruitment, and selection practices used in Burayu Town. Burayu town municipality, and Public service and Human Resource Development Office (PSHDO) were selected because of PSHDO provides necessary human resources for town municipality and other sectors.

4.2 Questionnaire Data Analysis and Interpretation

The questionnaire administered by the researchers consists of structured and unstructured questions.

Table 1. Image of New Entrants Before

The image that you had before entering the office	Number of respondents	% (percent)
Good	28	40
Bad	23	33
Neutral	11	16
None	8	11
Total	70	100

Source: Own Questionnaire Survey, 2019

From the above table 1, employee had different expectation and image towards Burayu town Public service and Human Resource Development office (PSHDO) before entering their respective office. This was indicated as majority of them i.e. 40% respondents had good image before entering their office. Others were neutral (16%) to say well or bad. But not less number, 33% of respondents had bad image about PSHDO. From these we can infer that there was lack of information about the town office. There is a need of agitation to the public about the town mission.

As indicated in table 2, PSHDO Burayu town attracts potentially qualified applicants to its office and municipality by Newspaper/Media/ advertisement (51.4%). Next to Newspaper, office had used internal notice mechanism, which constitutes 28.6%. Therefore, the office should have given more emphasis to Newspaper/Media/ coverage to attract qualified applicants.

Table 2. Method supports you to enter your current office.

A. The method	Number of respondents	%
1.Internal Notice	20	28.6
2. Newspaper /Media/	36	51.4
3. Employment agency	2	2.9
4.Directly from college/university/	9	12.9
5.Transfer from other organization	0	0
Other	3	4.3
B. Did relative help you in acquiring the first position?		
Yes	0	0
No	63	90
No response	7	10

Source: Own Questionnaire Survey, 2019

As shown above table2 respondents were asked whether they helped by their relatives or not at their begging employment, almost all (90%) of employees responded that no relative helped them. From this what we can understand that the department of human resource management hires employees on competitive base.

Table 3. Condition of the examination and characteristics of the interview

1. Condition of the examination	Number of respondents	% (percent)
Questions were clear	20	28.6
Related with the job	18	25.7
Good environment	12	17.14
Enough time	8	11.4
Unrelated questions	2	2.9
Short time	8	11.4
Other	2	2.9
2. Characteristics of the interview	Number of respondents	% percent
Friendly manner	36	51.4
Well prepared	20	28.6
There was interruption	11	15.7
No response	3	4.3

Source: Own Questionnaire Survey, 2019

A good test should satisfy certain conditions like enough time, good environment, etc... In the above table 3, it appears that when employees asked about the conditions on the test, 28.6% replied that indicated questions were clear, 25.7% said that the examination was related with the job, 17.14% said that there was good environment, and 32.07% replied that there was enough time. Therefore, from table 3, the Condition of the examination and characteristics of the interview in the organization were clear and job related that was standardized and well developed test that can touch the target.

In the next part of the table (3), 51.4% of respondents said that the interviewers were in friendly manner, 28.6% indicates that they were well prepared. From this we can point out that the human resource office used interview as a tool of evaluation to select best qualified human resource to office and town municipal.

Table 4. Unfair Practices during Recruitment

Did unfair practice was taken during recruitment between you and other applicants?	Number of respondents	% (percent)
Yes	12	17.14
No	48	68.6
No response	10	14.28
Total	70	100

Source: Own Questionnaire Survey, 2019

From the above illustration we can understand that the recruitment practice in Burayu Town Human Resource office was almost unfair (68.6%) between applicants. These kinds of practices were the obstacles to the human resource office (PSHRDO) to acquire competent and best applicants. The rest 17.14% of respondents said they observed fair practice during recruitment. Hence it is advisable to the office to realize this practice and take remedial action to improve.

Table 5. During Recruitment and Selection more weight is given to:

During recruitment and selection more weight is given to	NO of Respondents	% percent
Educational level Experience	5	7.14
Written examination	10	14.28
Interview result	43	61.42
No response	8	11.43
	4	5.7
Total	70	100

Source: Own Questionnaire Survey, 2019

From the above table 5, when employees asked which point was given priority during recruitment and selection, 61.42% replied more weight was given to written examination, 14.28% responded to experience, and minimum weight was given to educational level (7.14%) in the study area. Thus the PSHDO needs to make sure whether written examinations are valid and correlates with job performance and with particular job. According to the human resource office policy, written examination was prepared only by the work unit head.

Table 6. For vacant position gives priority

What was the priority given to vacant positions by office	Number of Respondents	% percent
Internal applicants	33	47.12
External applicants	17	24.3
Equal opportunity to both	11	15.7
No response	9	12.9

Source: Own Questionnaire Survey, 2019

As indicated in the above table 6, the human resource office gives more priority to internal applicants (47.12%) and less priority was given to both internal and external (15.7%). Each source has its own merits and demerits. Therefore, it is important to identify organization's needs which will dictate the source of the recruits.

Table 7. Recruitment and selection policies practices.

1. Did the Oromia public service Bureau have proper policies of recruitment, and selection to find the right person?	Number of Respondents	%percent
Yes	46	65.7
No	14	20
No response	10	14.3
2. The recruitment, and selection practices of human resource process were based on:		
Merit	37	52.8
Relative	9	12.9
Political appointment	18	25.7
No response	6	8.6
3. Did the human resource process follows or applies equal employment opportunities?		
Yes	47	64.14
No	17	24.28
No response	6	8.6

Source: Own Questionnaire Survey, 2019

According to the above table7, 65.7% of respondents said that Oromia public service bureau has proper policies of recruitment, and selection which enable to find the right person (employees), and 20% responded that Burayu town human resource office has no proper policies of recruitment and selection because of improper policies of the bureau. The effectiveness of the recruitment and selection policies was based on application procedures.

In the table 7, above 52.8% of respondents replied that the recruitment and selection practices were based on merit principle, and 25.25% responded that the above practices were based on political appointment. In the third part depicted that 64.14% responded that the human resource office follows or applies equal employment opportunities to all citizens. Merit principle and equal employment opportunities were basic and sensitive issues to all parties.

Table 8. Human Resource /Civil Service rules

Did the Oromia public Service Bureau rules applied in Burayu town human resource department?	Number of Respondents	% /percent
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Yes	22	31.4
No	30	42.9
To some extent	10	14.3
I do not know	8	11.4

Source: Own Questionnaire Survey, 2019

From the above table 8, in Burayu town human resource office, we can understand that most respondents (42.9%) did not believe in the Oromia public Service Bureau rules to be applied and 31.4% responded that public service bureau's rules were applied in the study area. Nowadays, these events are seen as a means of capacity building. They can be also used to avoid confusion (if there is) in relation to the subject.

As indicated in table 9, there were influencing factors that hinder the fair practices of recruitment and selection. But only few i.e., 2.9% of respondents were not volunteers or they do not know well the type of influences. From respondents' response, 54.28% of them said, management influence in selection and recruitment was high than other factors. So, for the future further analysis on these issues are mandatory to dig out the problem.

Table9. Factors Influencing Fair practices

1. Was/were there any internal or external factor that influences the fair practices?	Number of Respondents	% (percent)
Yes	47	67.14
No	13	18.6
I do not know	8	11.4
No response	2	2.9
2. If there is influence, what are the causes?		
Management influence/biasness/	38	54.28
National personnel policies	22	31.41
Organizational structure	7	10
No response	3	4.3

Source: Own Questionnaire, 2019

4.3 Answers for Interview Conducted with the Heads of Human Resource Management

The office of human resource had recruitment, and selection policies which were derived based on the oromia public service civil servants proclamation No. 215/2019. The department of human resource office of Burayu town has used media advertisement and public notice boards. Sometimes the eligibility of new applicants from external sources was checked through telephone or by going to vendor organizations of the work experience and educational documents. Applicants who fulfill the requirements of the announced position were given written, interview or practical examinations according to the nature of the job.

The heads, further pointed out that, when there was vacant position, internal employees were given priority if they fulfill the required criteria. After hiring decision is made there was a general induction about missions and objectives of their office and their rights and duties.

Finally the heads said that the human resource office has effective recruitment, selection and promotion policies to cope up the dynamic environment. There is employee turnover in the study area which was not caused by the policies problem or ineffectiveness. Employees resign in the study area were for the sake of better payment.

Chapter Five

5. Conclusions and Recommendations

1.1 Conclusions

Selection is the process by which an organization chooses from a pool of applicants. In the study area, the sources of recruits were internal and external. Before selection take place, employees had different expectation and image towards Burayu town Public service and Human Resource Development office (PSHDO) to entering their respective office, but majority of them (40%) respondents had good image before entering their office. PSHDO of Burayu town attracts potentially qualified applicants to its office and municipality by different mechanisms like Newspaper/Media/ advertisement, and internal notice. The most dominant mechanism of external recruitment source was media advertisement. It was asserted that, in Burayu town public service and Human Resource Management office, almost there was no relative who had helped the recruits at the time of employment.

In the study area, the PSHDO uses written examination as a means of selecting recruits. But minimum weight was given to educational level as to evaluate applicants' capacity. The office of human resource of the study area recruits from internal and external sources. The priority was given to internal applicants with less priority was given equally to both internal and external applicants. But each source has its own merits and demerits. From respondents' response Oromia public service bureau has proper policies of recruitment, and selection which enable to find the right person (employees), but Burayu town human resource department office did not properly implemented policies of recruitment and selection of the bureaus. The effectiveness of the recruitment and selection policies was based on application procedures.

In the study area, the recruitment and selection practices were based on merit principle, and the human resource office follows or applies equal employment opportunities to all citizens. Merit principle and equal employment opportunities were basic and sensitive issues to all parties. There were number of factors that hinder the fair practices of recruitments and selection. In the study area management influence in selection and recruitment was high than other factors.

5.2 Recommendations

On the basis of this assertion and conclusion made based on the finding of the research the following point were recommended:

First , since employees had different expectation and image towards Burayu town Public service and Human Resource Development office (PSHDO) before entering their respective office. The researcher recommends the office should be creating awareness about the reality that exist in the office.

Second, even though the office had good policies of recruitment, and selection practices are not free from internal and external influences. Influences may deprive the equal employment opportunities of recruits or employees. Good policies are not a means by themselves for better recruitment, selection and promotion without proper implementation must be focused.

Third, in the study area, the PSHDO uses different weights for recruitments and selection. But, it is better to minimize differences' in giving to values of variables to identify applicants.

Fourth, the office of human resource of the study area recruits from internal and external sources. The priority was given to internal applicants with less priority was given equally to both internal and external applicants. But it is better for Office if source of recruitment and selection is based on its own merits and demerits.

Fifth, there were number of factors that hinder the fair practices of recruitments and selection. PSHDO should follow every step of recruitments and selection in order to minimize or eliminate unnecessary steps that unfair in the practice.

Totally the researchers need to recommend the PSHDO is that the top Management has to try to find out what are the grounds of the dissatisfactions of the employees with the working recruitment, and selection methods. If these feeling of employees go untouched over, eventually,

they may probably lose sense of commitment. So, this can be handled by either convincing all the employees that the HRM policies and practices are appropriate or let them put forward any alternative methods that they think is better.

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