

**STAFF RECRUITMENT AND SELECTION PRACTICE IN PUBLIC HEALTH
FACILITIES OF EAST SHOA ZONE, OROMIA REGIONAL STATE, ETHIOPIA**

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**A RESEARCH PAPER SUBMITTED TO JIMMA UNIVERSITY, HEALTH
INSTITUTE, DEPARTMENT OF HEALTH POLICY AND MANAGEMENT FOR THE
PARTIAL FULFILLMENT OF MSC DEGREE IN HUMAN RESOURCE
MANAGEMENT FOR HEALTH**

DECEMBER, 2018

JIMMA, ETHIOPIA

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Abstract

Background:- Perceived of healthcare workers on recruitment and selection practices can potentially affect the provision of health services. There are also factors that affect perceived of health workers towards recruitment and selection in health systems. Yet both perceived of health workers and its determinants on this process are not well studied in the Ethiopia, specifically to study area.

Objective: - To assess perceived of health care workers and its associated factors on recruitment and selection practice in the public health facilities of East Shoa Zone, Oromia, Ethiopia.

Method: - A facility based cross-sectional study was conducted from August 13 to September 2, 2018 in 59 health centers located in East Shoa Zone. Using simple random sampling a total of 422 health professionals were included in this study. Bivariate and multiple logistic regressions were used to identify independent predictors of the outcome variable.

Results: - Among 384 participants, 195(50.8%) of the study participants had good perceived on recruitment practice and 189(49.2%) had poor perceived on recruitment practice. Covariates like: Sex [(AOR: 4.186; 95% CI: [2.099, 8.348]), Health workers' age [(AOR: 2.292; 95%CI: [0.153, 3.556]), work experience [(AOR: 0.092; 95% CI: [0.049, 0.172)] had statistically significant association with perceived on recruitment. Similarly Male healthcare worker [(AOR: 4.134; 95% CI: [1.940, 9.616]), Age of health workers [(AOR: 2.902; 95% CI: [1.49, 5.647]), health workers who had working experience between one and five years [(AOR: 0.027; 95% CI: [0.012, 0.060]), Performance appraisal [(AOR: 1.286; 95% CI: [1.073, 2.754]), job description and specification [(AOR: 1.571; 95% CI: [1.363, 3.897)] had statistically significant association with perceived on selection and also Degree holders [(AOR: 1.329; 95% CI: [1.279, 2.777]), and MSc degree holders [(AOR: 1.130; 95% CI: [1.274, 4.658)] had statistically significant association with perceived on recruitment and selection practice

Conclusions: - Overall perceived of health workers on the recruitment and selection practice is good. This means majority of health care providers had good perceived on the recruitment and selection practices. Sex and age of health care providers were identified as significant predictors of perceived of health workers on recruitment and selection practices.

Key words: Perceived, recruitment, selection, health workers

Acknowledgment

First of all, I would like to thank my Almighty God who helps me throughout my life by giving me strengths to go through against all odds things and without him this little attempt would not have been possible.

I would like to extend my gratitude to my advisors Mr. Waju Beyene and Mr. Muluneh Getachew for their close guidance, comments and suggestions on this paper.

I am also indebted to my family and friends for their support and to raise my morale throughout this work.

I am grateful to Jimma University, Institute of Health for financial support of this research.

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Acronyms

HRM.....	Human resource management
CEO.....	Chief executive officers
FMOH.....	Ethiopian Federal Ministry of Health
HMIS.....	Health management information system
HRH.....	Human resource for health
HSRs.....	Health sector reforms
NGO.....	Non-government Organization
WHO.....	World health organization
HC.....	Health center

CHAPTER 1: INTRODUCTION

1.1. Background

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 of candidates need a parameter to choose the best fit among a pool of applicants. In doing this, as the feedback indicated, the bureaus use the selection criterion (1).

Recruitment is the process of having the right person, in the right place, at the right time and it is crucial to organizational performance. It is the activity that links the employers and the job seekers. It is also defined as the process of finding and attracting capable applicants for employment. It is the pool of applicants from which the new employees are selected. It can also be defined as a process to discover sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting the manpower in adequate numbers in order to facilitate the effective selection of an efficient working force (2).

Recruitment and selection of human resources is a major part of an organizational overall resourcing strategy which identify and secure people needed for the organization to survive and succeed. Better recruitment and selection procedure result in improved organizational outcome. The more effectively an organization recruits and select candidates the more likely they retained satisfied personnel. Every organization is made up of two major components, the human and material resources. Without suitable and adequate human and material resources, the objective of any organization will be difficult to achieve. Human and material resources are input into the system throughout process in order to achieve the desired output. Human and material resources are important because it comprises the workforce of organization (3).

As an organization needs to succeed and survive, or compete effectively in the global economy in this era of globalization, employers must be in the position to propound and practice recruitment and selection of employees in the best way. Every organization has its own requirements in acquiring employees. It is vital that organizations select people with the quality essential for continued success in this competitive global village. The only means of achieving this success is through proper recruitment and selection practices. Recruitment and selection can play a pivotally role in shaping an organizations effectiveness and performance, if work organizations are able to

acquire workers who already possess relevant knowledge, skills and aptitudes and are able to make an accurate prediction regarding their future abilities (1,2).

Human Resources for Health (HRH) has been continued as global agenda over the years (3,4). A number of international initiatives (including developing policy and global code of practice on international recruitment) were attempted to reduce international migration of health care workers from low-income to high-income countries (5,6). In addition, enormous efforts have been done to assist the health system of many developing countries. Task shifting through excess supply of low- and mid-level health professionals along with health sector development plans acts as ways of overcoming the problem. Nevertheless, as evidences show, such strategies might play insufficient role either in health service provision(7,8).

However, many sub-Saharan African countries, including Ethiopia, have weak strategies to retain their health workforce (2,3). In Ethiopia, physician density to population ratio is very low. Imbalances in professional skill mix, variations in distribution between urban and rural places, and among the regions are enormous(4,6).

Employee perceived about the recruitment and selection result can be beneficial depending on number of factor, which may include employees' attitude, personality, motivates, interest past experience and their exceptions from organization (8). A good perceived will create appositve working environment in the organization, while a negative perceived will affect the organizational performance. These perceived depend on perceived as unfair, for the benefits can diminish rather than enhance employee positive attitudes and performance (9). Different organization members have different experiences and perceived regarding employee recruitment and selection practice system (10).

1.2 Statement of the Problem

One of the major challenges to developing sustainable health systems in sub-Saharan Africa is lack of human resources. A shrinking public health workforce, staffing levels of 50% at most facilities, and mal-distribution of existing staff contribute to the fact that thousands of people, especially in rural areas, do not have access to health care service (1,6).

Recruitment and selection were very critical in determining the success of an organization. If the due course is disregarded it is bound to significantly affected an organization performance and this could party attributed to their employees who might not be having what it takes to deliver desirable services The other point to make about recruitment and selection particularly in crucial leadership position was currently reported as one of the key issues in people management, not only on a national but also on a global basis (7, 8).

It is estimated that approximately 5000 nurses, 1000 clinical officers, 1200 laboratory staff, and 160 pharmacists were unemployed and potentially available for hire (11).The recruitment criteria aimed not to pull workers out of the public health care system, cause resentment among existing workers through the introduction of inequitable compensation plans, or draw from the private sector or faith-based organizations and reduce their effectiveness. The recruitment approach focused on the same geographic areas where staffs were needed, in the expectation that people would be less likely to want to transfer if they worked close to home (12).

However, reasons for mal-distribution and challenges for retaining health workforce in the public health sector (particularly in rural and remote areas) have become evident (13,14). Large body of literature has documented the critical role of skilled, motivated, and balanced human resources for achieving population health goals (the direct link between skilled human resources and population health outcomes) (15). However, this is highly dependent on several interlinked factors. First, on the clear HRH policy and uniform strategy for health workforce development, recruitment and selection (13,15). Second, on the ability of the health system for retaining and managing migration to reduce inefficient loss of human resources (22,23). Third, on the functioning of human resource information system (to understand the inflows and outflows(24). And lastly on the factors that affect the decisions of health workers to work in rural and remote settings (19). Health system in many developing countries including Ethiopia, however, lacks these important components of HRH to deliver essential health interventions(25,26).

In Ethiopia, recently, the presence of slight improvement in health work force distribution was reported (16). In addition, with the current rapid trend in medical education expansion and supply, the country could make promising improvement in health (18). However, only limited evidences are available in this regard to understand the progress in retention and recruitment (following the introduction of the reformed human resource policy of health sector), to reduce migration from the public health facilities of across the East Shoa Zone, Oromia region. Therefore, this study aimed to investigate the perceived of recruitment and selection of employees for the public health facilities of East Shoa Zone, Oromia regional state.

1.3. Significance of the study

Studying the design and aimed to investigate the perceived of healthcare workers on recruitment and selection practices are conducted in Ethiopia in general and health care sector in particular. This study provides basic information for healthcare professional managers the effect of positive and negative perceived on healthcare workers on recruitment and selection practices. And identify factors associated with recruitment and selection practice on healthcare works and indicate areas of intervention for employee productivity augmentation.

CHAPTER 2: LITERATURE REVIEW

2.1. Overview

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 of candidates need a parameter to choose the best fit among a pool of applicants. In doing this, as the feedback indicated, the bureaus use the selection criterion (1).

Recruitment is nothing but the process of searching the candidates for employment and then stimulating them for jobs in the organization. It is the activity that links the employers and the job seekers. It is also defined as the process of finding and attracting capable applicants for employment. It is the pool of applicants from which the new employees are selected. It can also be defined as a process to discover sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting the manpower in adequate numbers in order to facilitate the effective selection of an efficient working force(2).

2.2 Factors of recruitment and selection practice

2.2.1 Socio-Demographic factors

Socio-demographic factors like work experience, level of education and service year were affect the perceived of healthcare workers on recruitment and selection practice (16).

2.2.2 Organizational or intuitional factors that affect perceived of healthcare workers on recruitment and selection.

2. 2.3.Recruitment policy

A policy is simply statement of the part of an organization, recruitment policy enable all employees involved in the process to direct their efforts towards achieving the organizations goal and to know that they are acting in the spirit intended by the organization. A basic recruitment policy should at the very least include statements about the organization's stance on the overall goal of recruitment and equality of opportunity to show that they value their employees, wish to retain and develop them .Organizations may also adopt a policy of giving preference to suitably qualified internal applicants over external applicants and this too would have implications for the

way that recruitment procedures are developed. One argument that recruitment procedures against internal recruitment policies is that they may lead to entrancing any equality problems that exist i.e. if the organization has not previously hired from a particular ethnic group for example, the it will not improve its record by hiring from within. Many studies have shown the influence personnel policies have on the recruitment and selection (21).

According to Noel et al (2011) an organization's personnel policies are its decisions about how it will carry out human resource management, including how it will fill job vacancies. These policies influence the nature of the positions that are vacant. According to the research on recruitment, it is clear that characteristics of the vacancy are more important than recruiters or recruiting sources for predicting job choice. The authors gave the following personnel policies as relevant to recruitment Internal versus external recruiting Organizations with policies to "promote from within" try to fill upper-level vacancies by recruiting candidates internally - that is, finding candidates who already work for the organization. Opportunities for advancement make a job more attractive to applicants and employees. Advertising designed to create a generally favorable impression of the organization is called image advertising. Image advertising is particularly important for organizations in highly competitive labor markets that perceive themselves as having a bad image (22).

2.2.4 Human Resource Planning;

According to Noel et al (2011) organizations should carry out HR planning. They also must know what they want to be doing in the future - what size they want the organization to be, what products and services it should be producing, and so on. This knowledge helps them define the number and kinds of employees they will need. HR planning compares the present state of the organization with its goal for the future, and then identifies what changes it must make in its human resources to meet those goals. The changes may include downsizing, training existing employees in new skills, or hiring new employees. These activities give general view of HR planning. The process consists of three stages: forecasting, goal setting and strategic planning, and program implementation and evaluation (26).

The HR professional tries to determine the supply of and demand for various types of human resources. The primary goal is to predict which areas of the organization will experience labor shortages or surpluses. The purpose of setting specific numerical goals is to focus attention on the

problem and provide a basis for measuring the organization's when implementing the HR strategy; the organization must hold some individual accountable for achieving the goals. That person also must have the authority needed to accomplish those goals. Implementation that ties planning and recruiting to the organization's strategy and to its efforts to develop employees becomes a complete program of talent management. In evaluating the results, the most obvious step is checking whether the organization has succeeded in avoiding labor shortages and surpluses. Along with measuring these numbers, the evaluation should identify which parts of the planning process contributed to success or failure. As explained by the authors HR planning plays a very important role in recruitment and selection of employees (27).

2.2.5 Job Description and Specification;

Phil ManseU,(2004) states that job description has two roles to play at staff selection. Firstly it communicates the purpose, level of responsibility and range of the job to potential applicants. Secondly it acts as a focus for the various activities that make up the selection process. For one to construct job description for the first time the best place to start is with the job if you take the trouble to reflect on the fundamental reasons why you need the post, this can often reveal the values that are important to you and which may otherwise get lost is the detail of tasks and can also provide you with general readings under which you can then organize the main duties and responsibilities (37).

Nickson (2007) states that "having decided to recruit, organizations will ordinarily consider a range of questions to determine how they might approach filling the vacancy." According to the author they might ask themselves the following questions: What does the job consist of? What are the aspects of the job that specify the type of candidate? What are the key aspects of the job that the ideal candidates wants to know before applying. These questions will be adequately answered by job analysis, the job description and person specification, which allow the prospective applicants to assess their chances (38).

Armstrong (1999) defines job analysis as 'the process of collecting, analyzing and setting out information about the contents of jobs in order to provide the basis for a job description and data for recruitment, training, job evaluation and performance management' - The output from such job analysis is the job description and person specification (41).

Heery and Noon (2001) describe job description as 'A document that outlines the purpose of the job, the task involved, the duties and responsibilities, the performance of objectives and the reporting relationships. It will give details of the terms and conditions, including the remuneration package and hours of work.' According to Nickson (2007) job description can be thought of as a functional document which outlines the 'what' elements of a job. The tool should aim to clearly relay all the necessary information to the candidates. Apart from informing applicants on the requirements of the job, it can also act as a marketing tool for attracting best talents.

Nickson (2007) defines person specification as "a document which describes the personal skills and characteristics required to filling the position, usually listed under 'essentials' and 'desirable' headings." From the definition, it is very clear that this is requisite job knowledge and skills without which an individual cannot perform desirably. The author further states that "whilst the job description considers the 'what' aspects of the job; the personal specification is concerned with the 'whom '. In this way the person specification should aim to provide a profile of the ' ideal' person for the job."(42)

2.2.6 Performance

Over the years, researchers have devoted a great deal of time and attention to establishing and examining the linkage between recruitment and selection practices and Performance Appraisal. Based on the evidence and findings, it is becoming increasingly clear that recruitment and selection practices is an important component that can impact on organizational effectiveness leading to improved performance. Though the link between recruitment and selection practices is considered a black box, that is, lack of clarity as to „what exactly leads to what (Gerhart, 2005) however, the positive relationship between recruitment and selection practices and Performance Appraisal cannot be over looked. Empirical research surrounding the recruitment and selection practices and Performance Appraisal debate over the last decade or so demonstrates evidence that “recruitment and selection does matter (Huselid, 1995). Guest (2002) argues the distinctive feature of recruitment and selection is its assumption that improved performance is achieved through the people in the organization” (45, 46).

Conceptual Framework

Conceptual frame work on recruitment and selection practice (adapted after reviewing different literature). It assumes that there are two types of factors that affect recruitment and selection practice. They are Organizational or intuitional factors (Recruitment policy, HR Planning, Job Description and specification, Performance Appraisal). And the others factors are Socio-Demographic factors (Age, sex, profession, Service year (experience), Level of education).This relationship is depicted in figure below

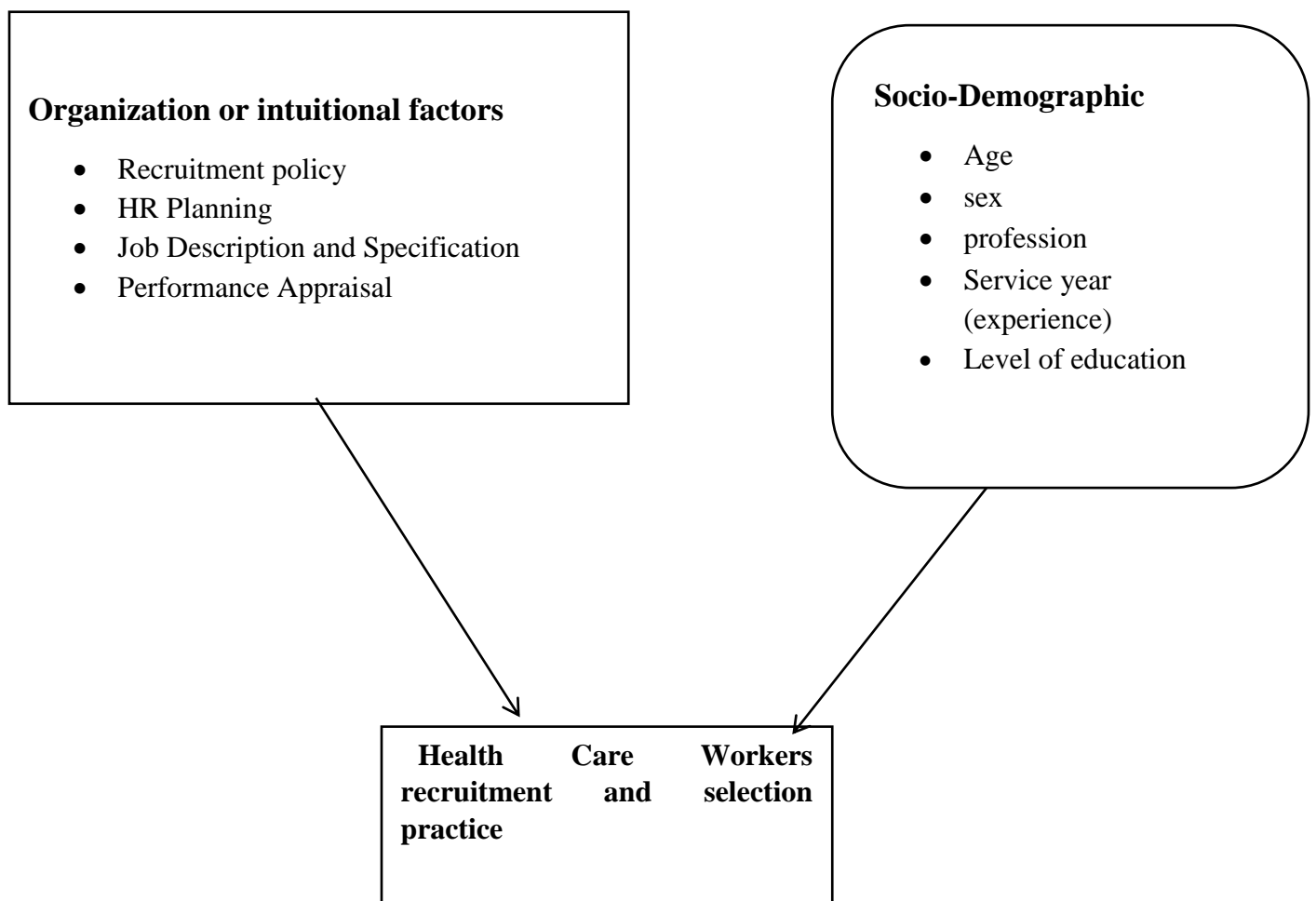


Figure 1: Conceptual frame work of recruitment and selection practice (47)

CHAPTER 3: OBJECTIVE

3.1. General Objective

To assess perceived of health care workers and its associated factors on recruitment and selection practice in the public health facilities of East Shoa Zone, Oromia, Ethiopia.

3.2. Specific Objectives

- ✓ To assess the perceived of health worker on recruitment practice.
- ✓ To assess the perceived of health worker on selection practice.
- ✓ To identify factors associated with perceived of health workers on recruitment.
- ✓ To identify factors associated with perceived of health workers on selection practice.

CHAPTER 4: METHODS AND MATERIALS

4.1. Study area and period

The study was conducted in health facilities of East Shoa Zone from August 13 to September 30, 2018. East Shoa Zone is among the zones of Oromia regional state which is located around 98 Km away from the capital city of the country, Addis Ababa. A total number of 3428 for all health workers in east shoa Zone , 11 werodas, 59 health centers and 5 hospitals. Annually 207 numbers of staffs get hired. Currently physician to population ratio is 1; 42,704 Health Officer to populat1; 21,000 Clinical nurse to population ratio is 1; 2,550 Midwife to population ratio 1; 9,685.

4.2 Study Design

A facility based cross-sectional study design was employed using a quantitative data collection method.

4.3 Population

The source populations included all healthcare workers in health centers in East shoa Zone.

4.3.1. Study population

The study populations were health care workers in selected health centers during study period.

4. 3.2. Inclusion and exclusion criteria

Inclusion

All employees who were employed within selected health facilities were included.

Exclusion

Health care workers who were employed less than six month were excluded.

4.4. Sample size and sample producers

4.4.1. Sample size determination

The sample size was calculated using single population proportion formula by taking the following assumptions into consideration: So far as the knowledge of the researcher concerned, there is no previous study within the area on the perceived of health workers on the recruitment and selection and also in order to get enough sample size for the study, the population proportion of 50% ($p=0.05$) $p =$ value showed the significance level of factors was considered. In addition, margin of error ($d=0.05$) and 95% confidence interval ($Z=1.96$).

$$n = \frac{(Z / 2)^2 P (1-P)}{d}$$

By applying the formula $n = \frac{(1.96)^2 * p (1-p)}{(0.05)^2}$

$$= \frac{3.8416 * 0.25}{0.0025}$$

= 384 Health care workers

Then by adding 10% potential of non-response rate, the final sample size was 422 health workers in the study area. The sample size of the health centers was calculated based on the WHO recommendation (30%) Accordingly, 30% of the total facilities (i.e., 59) give 18 health centers.

4.4.2. Sampling technique

East Shoa Zone is among the zones of Oromia regional state which account 11 Woreda 59 health centers based on the WHO recommendation 18 health centers included from 59 health centers of 11 Woreda. Accordingly, **Gumbichu** Woreda have 5 HC of these HC 2 were selected. **Liban** Woreda have 6 HC of these HC 2 were selected, **Adama** Woreda have 7 HC of these HC 2 were selected, **Bora** Woreda have 5 HC of these HC 2 were selected, **Boset** Woreda have 6 HC of these HC 2 were selected, **Ademe tulu** Woreda have 5 HC of these HC 1 were selected, **Adae** Woreda have 5 HC of these HC 2 were selected, **Dugda** Woreda have 4 HC of these HC 1 were selected. **Fantale** Woreda have 6 HC of these HC 2 were selected, **Lume** Woreda have 5 HC of these HC 1 were selected. **Metehara** Woreda have 5 HC of these HC 1 were selected in this study.

Health centers (HCs) were grouped based on their respective Woreda and a simple random sampling technique was used to pick the facilities from each Woreda proportionally until the required sample size was reached. Participants were then allocated proportionally to each health center and probability simple random sampling technique was applied to pick the intended number of respondents from each HC.

Sample size proportionally allocated to each health centers

S.N	Name of health centers	Total number of health care workers existing currently	The sample size proportionally allocated
1	Godino health center	35	24
2	Hid health center	34	24
3	Dire health center	36	24
4	Babogaya health center	33	23
5	Liban health center	35	24
6	Chefe health center	36	24
7	Bakejo health center	33	23
8	Guji health center	36	24
9	Dob health center	32	23
10	Arede health center	33	23
11	Koka health center	36	24
12	G/Tigr health center	31	22
13	Biyo health center	34	24
14	Bora health center	34	24
15	Ejere health center	33	23
16	Xade health center	32	23
17	Koticha health center	31	22
18	Dankaka health center	36	24
	Total		422

4.5. Development of data collection Tools

Questionnaire was adapted with little modification from study done on Employee Recruitment and Selection Practices in the Construction Industry in Ashanti Region by Mavis Adu-Darkoh MBA Human Resource Management in 2014 (48). The questionnaires contained Organizational or intuitional factors (Recruitment policy, HR Planning, Job Description and specification, Performance Appraisal) and Socio-Demographic variables (age, gender, educational status, and profession and service year).

4.6. Data collection procedure

The primary data of this study was collected through self-administered questionnaire. For this data collection, training was given for data collectors and supervisors for two days on how to approach the study groups fill the questionnaires and monitor the data collection process.

4.7. Study variable

4.7.1 Dependent variable

Perception of Health care workers on recruitment and selection practice

4.7.2 Independent Variable

Socio demographic

- Age
- Sex
- profession
- Service year/work experience
- Level of education

Organization or intuitional factors

- Recruitment policy
- HR Planning
- Job Description and Specification
- Performance Appraisal

Measurements

Six items were included with closed ended questioner to assess the study variable. The mean ratings for perceived of health workers on selection and requirement process for each items were ranged from the lowest criteria' Medical examinations to the highest for application Forms.

To dichotomize the dependent variables, perception on recruitment and selection, the mean of means or the overall mean of the questions was computed for the responses on 5-point scale. The mean scores for the responses of each statement less than or equal to the computed overall mean was considered as 'poor' where as the mean scores greater than the computed overall mean was considered as 'good'. Based on the intention of interest, good performance was coded as 1 and poor performance as 0. The mean value ≤ 2.595 (the overall mean indicated in Table 2) given by the respondents to the questions was therefore considered to be poor, whereas the overall score above the mean was considered to be good. The same is true for the perception of workers on the selection practice. The overall mean value ≤ 2.913 (shown in table 3) indicates poor while greater than the mean shows good. The independent variables including recruitment policy, HR/Planning, Job Description and Specification, and Appraisal performance were dichotomized into "Great extent" and "Not at all" using the same procedure used for the dependent variables.

4.8. Operational and standard Definitions

For this study, the following terms as used in the research will operationally defined as follows to avoid ambiguity.

Perceived; is the process by which health care workers interpret recruitment and selections practice clarity in East Shao zone human resource management poseur and implementation practice sensation to produce a meaningful experience of the health organization.

A good perceived practice; measured based on mean value which is calculated based on the research questionnaire related with perceived of recruitment and selection when the respondents score average value and above the mean it is considered as a good perceived.

Poor perceived practice; measured based on mean value when the respondents score average of mean value and below the mean is Poor perceived.

Recruitment is the process of attracting prospective employees and stimulating them for applying job in an organization. Recruitment is the process of hiring the right kinds of candidates on the right job.

Selection is the process of picking individuals who have relevant qualifications to fill jobs in an organization. Selection is much more than just choosing the best candidate. It is an attempt to strike a happy balance between what the applicant can and wants to do and what the organization requires

4.9. Data analysis procedure

The collected data were checked for completeness, edited and entered into Epi-Data version 3.1 and exported to SPSS version 20 for analysis. Then data were cleaned for inconsistencies and missing values. Descriptive statistics like percentage, frequencies and graphs were used to depict the result. Bivariate and multivariate logistic regression analyses were run to identify the association between dependent and independent variables. Variables with P-value < 0.25 were taken to be candidate for multiple logistic regression and variables with $P \leq 0.05$ were considered as factors associated with perceived of health care workers on recruitment and selection practice and adjusted odds ration with 95% confidence interval were used to show strength of association between predictors and dependent variable.

4.10. Data Quality Control

Questioners were pretested using 5% of sample size which are collected from Woreda that are not including in study area. Two days training was provided by principal investigator for data collectors and supervisors on objective of the study, contents of questionnaires and how to maintain confidentiality and privacy of the study participant. Collected data was checked by investigator on daily basis for completeness, accuracy, clarity, and any misunderstanding. Data was entered to software carefully, miss entered data will be checked cleared and corrected, strict supervision was undertaken by the researcher and supervisors throughout the data collection period.

4.11. Ethical Considerations

Ethics clearance was obtained from Institution Review Board of Jimma University, Institute of Health. Permission paper was secured from East Show Zone health office for each Woreda Health office and health centers. Additionally, after explaining of purpose of the study, verbal informed consent was taken from each study participant while the study subjects have right to refuse was respected. Identification of study participants by name was avoided to assure the confidentiality of the information obtained.

4.12. Dissemination of the findings

The findings of the study will be presented to Jimma University scientific community in open defense. Then it will be submitted to department of Health Policy and Management as well to zonal health department of East Shoa zone. Finally, efforts will be made to publish the study findings on the peer-reviewed scientific journals.

CHAPTER FIVE

5. Results

5.1. Description of study participants

Of the total participants, 384 were participated in this study, which provided the response rate of 91%. Of these, majority of them 257(66.9%) were male by their sex and 78(20.3%) were clinical nurse by their profession. The mean age of respondents were 25.76 (SD=+3.62) years within age range between 20-40 years. Almost half of them (49.2%) had a work experience of 1-5 years (Table 1).

Table 1: Socio-demographic characteristics of health workers in East Shoa Zone, Ethiopia,

variables (n=384)	Frequency	Percent
Gender /Sex of respondent/		
Female	127	33.1
Male	257	66.9
Age / Age of respondents/		
<25	148	38.5
26-30	172	44.8
≥31	64	16.7
type of profession		
BSC nurse	54	14.1
Ho(Health Officer)	46	12
Pharmacist	36	9.4
Laboratory technologist	18	4.7
BSC midwifery	18	4.7
Druggist	55	14.3
Clinical nurse	78	20.3
laboratory technician	35	9.1
midwifery diploma and Others	44	11.5
Work experience		
<1	192	50.0
1-5	189	49.2
6-10	3	0.8

Educational status		
Diploma	208	54.2
Degree	158	41.1
MSc	18	4.7

5.2. Perceived of health workers on the Recruitment practice

Of study subjects, 51.04% had good perceived on recruitment practice which scored above the mean, whereas 48.96% of them had poor perceived on recruitment practice which scored below the mean. Of study subjects, 54.7% had good perceived on selection practice which scored above the mean, whereas 45.3% of them had poor perceived on recruitment practice which scored below the mean.

Almost half, 194(50.5%) of the respondents perceived that staff promotion within organization was fair. Majority of respondents (213, 55.5%) perceived that transfer of staffs takes place as per civil service regulations. Nearly half, 186(48.4%) of study participants considered that their organizations are free from nepotism to little extent.

Overall perceived means based on the questioner item those respondents who aware about the recruitment and selection practice of organization. Based on calculated mean scored of respondents on recruitment the mean value ≤ 2.595 given by the respondents to the question considered as not have overall perceived on recruitment while above the calculated mean given by the respondents to the questions had overall perceived on recruitment (Table 2).

Table 2: Perceived of health workers on recruitment practice of health workers in East Shoa Zone, Ethiopia, 2018

Item	Not at all	Little extent	Moderate extent	Great extent	Very great extent	Mean	SD
Promotion from within is fair	22(5.7%)	101(26.3%)	194(50.5)	41(10.7%)	26(6.8%)	2.86	.924
Advertisement of vacancies is posted in visible area	11(2.9%)	65(16.9%)	195(50.8%)	88(22.9%)	25(6.9%)	3.13	.871
Transfers takes place depend up civil service guide line	13(3.4%)	213(55.5%)	70(18.2%)	45(11.7%)	43(11.2%)	2.72	1.086

Job rotation takes place right place for right position	3(0.8%)	216(56.3%)	82(21.4%)	61(15.9%)	22(5.7%)	2.70	.944
Employment Agencies and job center	274(71.4%)	48(12.5%)	23(6%)	29(7.6%)	10(2.6%)	1.58	1.064
To what extent your organization free from nepotism	131(34.1%)	186(48.4%)	25(6.5%)	36(9.45)	6(1.6%)	1.96	.960
To what extent is the selection committee established as per the guideline	15(3.9%)	174(45.3%)	106(27.6%)	83(21.6%)	6(1.6%)	2.72	.900
Academic qualifications and performance is fair	0	6(1.6%)	213(55.5%)	70(18.2%)	95(24.4%)	3.66	.867
Professional Qualifications and distribution is equal	0	3(0.08%)	223(58.1%)	70(18.2%)	88(22.9%)	3.63	.842
Overall Mean						2.595	

5.3. Perceived of health workers on selection practice

Based on items given that participant who have more awareness about selection practice and score above overall mean had overall good perceived on selection practice.

More than half, 203(52.9%) of study subjects were perceived that measurement of skills and knowledge of applicants is moderately accurate during selection process. Majority (265, 69%) of study participants believed that interviews during selection process moderately measure employee ability. One hundred seventy-seven (46.1%) of employees were stated that medical examination was not done at all during selection

Table 3: Perceived of health workers on selection practice of health workers in East Shoa Zone, Ethiopia, 2018

Item	Not at all	Little extent	Moderate extent	Great extent	Ver. great extent	Mean	SD
Measurement of skills and knowledge of applicants is accurate	10(2.6%)	28(7.3%)	203(52.9%)	79(20.6%)	64(16.7%)	3.41	.938
Short list of applicants	9(2.3%)	26(6.8%)	228(59.4%)	108(28.1%)	13(3.4%)	3.23	.724

)			
Interviews measure employee ability	3(0.08%)	12(3.1%)	265(69%)	88(22.9%)	16(4.2%)	3.27	.624
The giving tests related to the job	10(2.6%)	31(8.1%)	229(59.6%)	91(23.7%)	23(6%)	3.22	.783
Medical examinations	177(46.1%)	57(14.8%)	101(26.3%)	28(7.3%)	21(5.5%)	2.11	1.224
References check	189(49.2%)	68(17.7%)	73(19%)	42(10.9%)	12(3.1%)	2.24	1.977
Overall Mean						2.913	

5.4 Perceived of healthcare workers on Organizational or intuitional factors

94(24.5%) of the respondents were HR planning is integrated with recruitment practice as HR/Planning, 149(38.9%) of the respondents were personnel policy is clearly structured/ defined/ specified as Recruitment policy and also 136(35.4%) the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge as Appraisal performance, Minority of the respondents 121(31.5%) the facility gives clear description and person specification when advertising job openings as Job Description and Specification (Table 4).

Table 4 Perceived of healthcare workers on Organizational or intuitional factors in East Shoa Zone, Ethiopia, 2018

Item	Not at all	Little extent	Moderate	Great extent	Very great	Mean	SD
Recruitment policy							
The personnel policy is clearly structured/ defined/ specified	33(8.6)	37(9.6)	53(13.8)	149(38.9)	112(29.2)	3.7102	1.22028
Personnel policy does play important role in recruitment/ selection	62(16.1)	77(20.1)	59(15.4)	136(35.4)	50(13)	3.0911	1.31054
The facility have personnel policies	34(8.9)	82(21.4)	108(28.1)	122(31.8)	38(9.9)	3.1250	1.12647
Affirmative action goals are met (women / minority considered for job openings	37(9.6)	66(17.2)	61(15.9)	136(35.4)	84(21.9)	3.4271	1.26817
HR/Planning							

The health facility HR department has a comprehensive HR plan	44(11.5)	144(37.5)	59(15.4)	93(24.2)	44(11.5)	2.8672	1.23295
The HR plan much the internal and external supply of people with job openings anticipated in the organization over a specified period of	64(16.7)	44(11.5)	89(23.2)	116(30.2)	71(18.5)	3.2760	1.26278
The HR plan has achieved its objectives and goals	26(6.8)	71(18.5)	87(22.7)	122(31.8)	78(20.3)	3.4036	1.19446
The health facility has implemented and the plan activities evaluated the HR plan activities	19(4.9)	49(12.8)	123(32)	131(34.1)	62(16.1)	3.4375	1.06020
HR planning is integrated with recruitment process	81(21.1)	66(17.20)	94(24.5)	82(21.4)	61(15.9)	2.9375	1.36585
There is a formal process to deal with anticipated gaps between the current skills and future requirements	37(9.6)	86(22.4)	86(22.4)	97(25.3)	78(23.3)	3.2422	1.2781
Job Description and Specification							
The job is description and specification structured, standardized and maintained	77(20.1)	90(23.4)	81(21.1)	88(21.9)	48(12.5)	2.8438	1.322127
The facility gives clear description and person specification when advertising job openings	48(12.5)	121(31.5)	83(21.6)	77(20.1)	55(14.3)	2.9219	1.25989
The job description and person specification profile clearly used in the recruitment and selection process	91(23.7)	91(23.7)	75(19.5)	97(25.3)	30(7.8)	2.6979	1.28960
The information on the advert about tasks, skills, requirement, salary, etc	63(16.4)	77(20.1)	102(27)	98(24)	44(11.5)	2.9609	1.25623
Appraisal performance							
The appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge	7(1.8)	54(14.1)	65(16.9)	136(35.4)	122(31.8)	3.8125	1.08695
There is regular appraisal for promotion	44(11.5)	28(7.3)	56(14.6)	126(32.8)	127(32.1)	4.0938	4.70837
In this organization, employees are recruitment and selection takes place according to P/A	21(5.5)	39(10.2)	68(17.7)	152(39.6)	104(27.1)	3.7266	1.12912
Overall Mean						3.267	

5.5: The overall perceived of health workers on the recruitment practices

Of 384 study subjects, 196(51.04%) had good perceived on recruitment practice, whereas 188(48.96%) of them had poor perceived on recruitment practice (Figure 1).

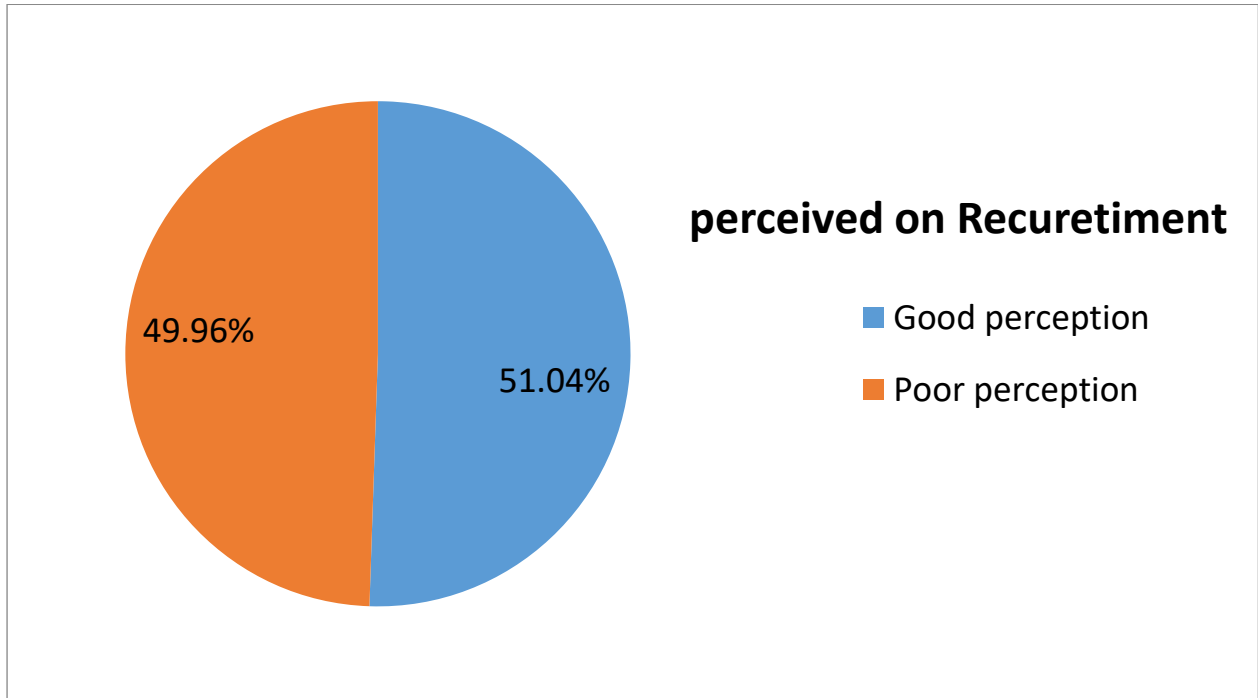


Figure 3: Good and poor perceived of health workers on recruitment practices

Of 384 participants, 210(54.7%) of the study participants had good perceived on selection practice and the rest 174(45.3%) had poor perceived on selection practice (Figure 2).

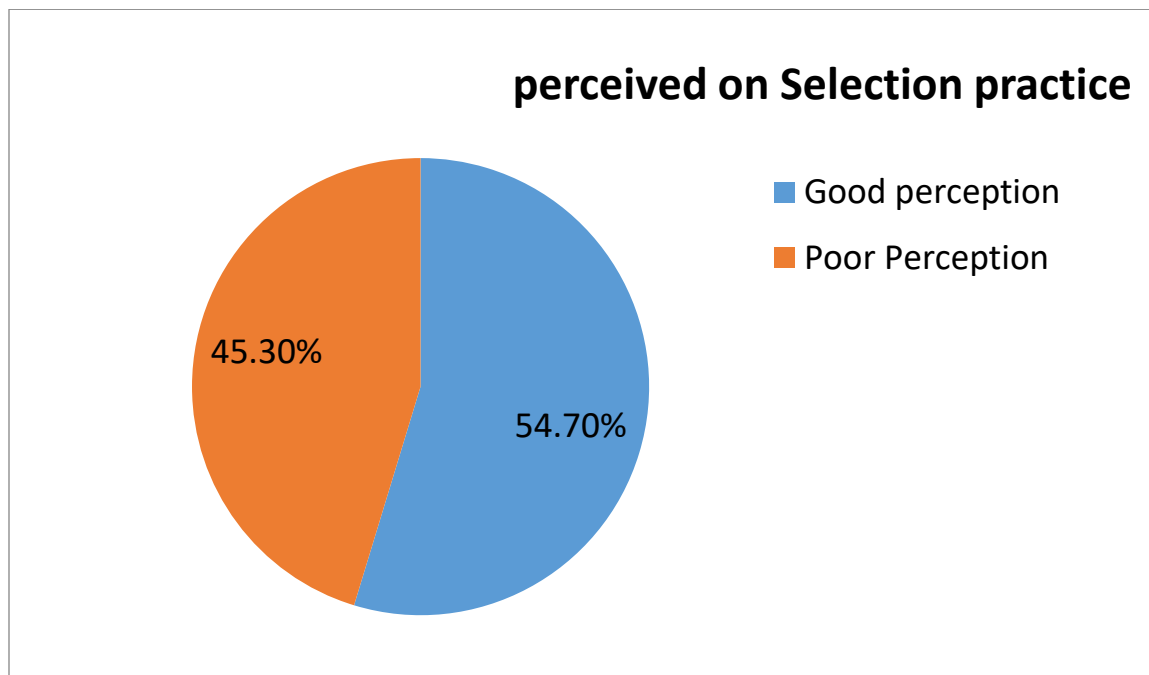


Figure 4: Good and poor perceived of health workers on selection practices

5.6. Factors associated with healthcare workers perceived on recruitment practices

5.6.1: Socio-demographic factors associated with health workers perceived on recruitment practices.

Binary logistic regression analysis was conducted to assess the relationship between independent and dependent variables and identified factors significantly associated with the Odds of healthcare workers perceived on recruitment practices. Variables that had $p < 0.25$ on bivariate binary logistic regression was considered to be candidates for multivariate logistic regression analysis to identify the associated factors with perceived of health workers on recruitment practice, then a multivariate logistic regression model was fitted and variables having a p -value < 0.05 in the multivariate logistic regression analysis was considered as associated factors with perceived of health workers on recruitment practice. Accordingly, table 5 shows sex, age were factors with

perceived of health workers on recruitment practices, but profession and educational level of health workers didn't show any association on perceived of health workers on recruitment practice.

Male healthcare workers were 4.186 more like to have good perceived on the recruitment practices than their counterparts (AOR=4.186; 95% CI: 2.099, 8.348). Age of health workers found between 26-30 were 2.292 more likely to have good perceived on recruitment practice as compared to age of health workers below 25 (AOR=2.292; 95% CI: .153 ,3.556). Similarly health workers who had working experience between one and five years in the study area were 0.092 times less likely to have good perceived on recruitment practice as comparing to those who had less than one years' experience (AOR=.092, 95% CI: 0.049, 0.172). On other variables, like profession and educational level didn't show any association on perceived of health workers on recruitment practice (Table 5).

Table 5: Factors associated with perceived of health workers on recruitment practice in East Shoa Zone, Ethiopia, 2018

Variables	Categories	Perceived recruitment practice		COR (95%CI)	AOR(95%CI)	P-value
		Good	Poor			
Gender	Female	98	29	1	1	
	Male	90	167	6.270(1.019,4.132)	4.186(2.099, 8.348)	.001*
Age	<25	47	101	1	1	
	26-30	86	86	1.747(0.452,1.012)	2.292(.153 ,3.556)	.002*
	31-35	52	9	0.757(0.81, 2.79)	1.117(.036, 1.378)	.726
	35-40	3	0	0.841(1.01, 9.534)	37.35(-4.78, 83.031)	.091
Profession	BSC nurse	38	16	1	1	
	Pharmacist	15	21	0.293(0.50, 2.64)	1.522(.826, 2.807)	.064
	Laborator	12	9	0.069(0.28, 2.14)	4.849 (1.52,15.453)	.104

	y technologi st					
	BSC midwifery	25	16	0.337(0.71, 3.82)	6.410(1.468, 27.990)	.155
	Druggist	15	40	0.118(0.13, 2.17)	8.760 (2.852, 26.90)	.090
	Clinical nurse	13	33	0.027(.27, 1.460))	3.852(1.311, 11.314)	.489
	laboratory technician	29	6	0.355(1.67, 7.38)	.289(.085, 0.986)	.115
	midwifery	9	9	0.069(0.25, 0.94)	1.140(.28, 4.628)	.104
Work exper ience	<1	46	146	1	1	
	1-5	139	50	139(4.41,25.39)	.092 (.049, 0.172)	.000*
	6-10	3	0	3(0,21, 1.27)	21.602(12.76, 45.332)	.999
Educat ional Status	Diploma	113	95	1	1	
	Degree	64	94	0.420(0.65, 2.04))	5.079(.825, 14.132)	.178
	MSc.	11	7	0.737(0.83, 2.99)	2.089(.550, 7.937)	.279

*indicates a significance difference p-value <0.05

5.6.2: Organization or intuitional factors associated with health workers perceived on recruitment practices

Table 6 shows organization or intuitional factors on health workers perceived on recruitment practices, the multivariate binary logistic regression result shows, HR Planning(p-value = 0.000), and Job Description and specification(p-value = 0.031), are statistically significant at 5% level of significance, this indicates HP planning and job description are associated to health workers perceived on recruitment practices. HP planning (AOR=0.027; 95% CI: 0.012, 0.060) indicates HP planning gives 1.027 times more likely to have good perceived of health workers on recruitment practice as compared to not applying HP planning among health centers. Similarly having job description and specification in the institution in the study area have 1.130 times more

likely to have good perceived on recruitment practice as comparing to those who haven't job description and specification (AOR= 1.130, 95% CI: 1.274, 4.658) (Table 6).

Table 6: Factors associated with perceived of health workers on recruitment practice in East Shoa Zone, Ethiopia, 2018

Based on the questioner asked the respondent on scale measurement we created the categories of 5- scale measuring our response for asked questionnaires.

Variables	Categories	Perceived recruitment practice		COR	AOR(95%CI)	P-value
		Good	Poor			
Recruitment policy	Not at all	73	78	1	1	
	Great extent	115	118	0.146(0.584,34.4)	4.320(1.940,9.616)	.0731
HR Planning	Not at all	82	92	1	1	
	Great extent	106	104	0.000(0.081,22.601)	1.027(1.012, 2.060)	.000*
Job Description and Specification	Not at all	114	134	1	1	
	Great extent	74	62	2.776(0.649,3.103)	1.130 (1.274, 4.658)	0.031 *
Performance Appraisal	Not at all	50	50	1	1	
	Great extent	138	146	0.238(0.044,11.27)	1.125(.700, 1.810)	.626

*indicates a significance difference p-value <0.05

5.7. Factors associated with healthcare workers perceived on selection practices

5.7.1: Socio-demographic factors associated with healthcare workers perceived on selection practices

In this study the mean score was calculated for all questions and it was 2.913, by taking this number as a cut point status of perceived of health workers on selection practice. Firstly the independent and dependent variables was analyzed using bivariate binary logistic regression. Variables that had $p < 0.25$ on bivariate binary logistic regression was considered to be candidates for multivariate binary to identify the associated factors with perceived of health workers on

selection practice, then a multivariate logistic regression model was fitted and variables having a p-value <0.05 in the multivariate logistic regression analysis was considered as associated factors with perceived of health workers on selection practice. Accordingly, table 8 shows sex, age, and working experience were factors with perceived of health workers on recruitment practices, but profession of health workers didn't show any association on perceived of health workers on selection practice.

Male healthcare workers were 4.134 more like to have good perceived on the recruitment and selection practices than their counterparts (AOR=4.134; 95% CI: 1.940, 9.616). Age of health workers found between 26-30 were 2.902 more likely to have good perceived on recruitment and selection process as compared to age of health workers below 25 (AOR=2.902; 95% CI: 1.49, 5.647).

Similarly health workers who had working experience between one and five years in the study area were 0.027 times less likely to have good perceived on recruitment and selection process as comparing to those who had less than one years' experience (AOR=.027, 95% CI: 0.012, 0.060). On other variables, like profession didn't show any association on perceived of health workers on recruitment and selection process.

Degree holders were 1.329 times more likely to have good perceived on recruitment and selection practice as compared to diploma health workers (AOR=1.329, CI: 1.279, 2.777). Similarly health workers who had MSc degree 1.130 times more likely to have good perceived on recruitment and selection process as comparing to those who had Diploma (AOR=1.130, 1.274, 4.658) (Table 7).

Table 7: Socio-demographic factors associated with perceived of health workers on selection practice in East Shoa Zone, Ethiopia, 2018

Variables	Categories	Perceived selection practice		COR	AOR(95%CI)	P-value
		Good	Poor			
Gender	Female	98	29	1	1	
	Male	112	145	0.219(0.32,0.85)	4.134(1.940,9.616)	.000*
Age	<25	50	98	1	1	

	26-30	96	76	1.149(0.649,3.103)	2.902(1.49, 5.647)	.002*
	31-35	61	0	11.546(2.379,53)	83.06(72.671,117.12)	.096
	35-40	3	0	21.87(0.27, 0.97)	67.35(54.78,83.031)	.981
Profession	BSC nurse	38	16	1	1	
	Pharmacist	18	18	0.008(0.12,0.519)	.254(0.072, 0.899)	.064
	Laboratory technologist	18	3	0.768(0.27, 0.97)	0.791(-0.568, 2.621)	.739
	BSC midwifery	25	16	0.338(0.5, 2.30)	1.412(0.384,5.191)	.604
	Druggist	22	33	1.200(0.258,0.589)	0.133(0.040, 1.445)	.061
	Clinical nurse	16	30	0.240(0.002,0.519)	0.398(0.125, 1.267)	.119
	laboratory technician	29	6	0.187(0.27, 1.460)	6.172(1.57, 24.23)	.091
	midwifery	9	9	0.121(0.092, 1,63)	1.410(.312, 6.372)	.655
Work experience	<1	52	140	1	1	
	1-5	155	34	0.123(0,21, 1.27)	0.027(.012, 0.060)	.002*
Educational Status	Diploma	123	85	1	1	
	Degree	70	88	0.540(0.40, 1.89))	1.329 (1.279, 2.777)	0.001*
	MSc.	17	1	2.275 (1.275, 3.855)	1.130 (1.274, 4.658)	0.031*

*indicates a significance difference p-value <0.05

5.8.2: Organization or intuitional factors associated with healthcare workers perceived on selection practice

Variable that determines healthcare workers perceived on selection practices in Organization were obtained from how organization or intuition performs the recruitment and selection practice which is documented in organization or institution.

Table 8 shows organization or intuitional factors on health workers perceived on selection practices, the multivariate binary logistic regression result shows, Performance appraisal (p-value = 0.001), and Job Description and specification(p-value = 0.042),, are statistically significant at 5% level of significance, this indicates Performance Appraisal and job description are associated to health workers perceived on selection practices, but institutional factors like recruitment policy, and HP planning didn't show any association on perceived of health workers on selection practice. From these, performance appraisal affects health workers perceived on selection practices. Performance appraisal (AOR= 1.286; 95% CI: 1.073, 2.754) indicates performance appraisal gives 1.286 times more likely to have good perceived of health workers on selection practice as compared to not applying performance appraisal among health centers. Similarly having job description and specification in the institution in the study area have 1.571 times more likely to have good perceived on selection practice as comparing to those who haven't job description and specification (AOR= 1.571, 95% CI: 1.363, 3.897) (Table 8).

Table 8: Factors associated with perceived of health workers on selection practice in East Shoa Zone, Ethiopia, 2018

Based on the questioner asked the respondent on scale measurement we created the categories of 5- scale measuring our response for asked questionnaires.

Variables	Categories	Perceived selection practice		COR	AOR(95%CI)	P-value
		Good	Poor			
Recruitment policy	Not at all	83	68	1	1	
	Great extent	127	106	0.118(0.617,1.819))	1.125(0.690, 2.835)	.583
HR Planning	Not at	92	82	1	1	

	all					
	Great extent	118	92	1.244(0.038,3.78)	.959(0.586, 1.569)	.868
Job Description and Specification	Not at all	124	124	1	1	
	Great extent	86	50	2.776(0.871,2.606)	1.571(1.363, 3.897)	0.001 *
Performance Appraisal	Not at all	55	45	1	1	
	Great extent	155	129	0.251(0.186,3.73)	1.286(1.073, 2.754)	0.042 *

*indicates a significance difference p-value <0.05

CHAPTER SIX

6. DISCUSSION

The ultimate goal of this study was to examine and determine perceived of Health Care Workers' recruitment and selection practice in public health Facility East Shoa Zone, Oromia Region, Ethiopia. To this end, though, issues related to this topic of the study are multifaceted, the study set out to examine the following specific objectives: To assess the perceived of health worker on recruitment and selection practice and identify factors associated. To this effect, Quantitative research approach used to gather data from 422 respondents.

Recruitment is a decision-making environment that needs close consideration, supplemented by standards for best practice to ensure that corruption threats and unfair practices are reduced (53). On the contrary, nearly half, 186 (48.4%) of study participants in the present study, considered that their organizations are free from nepotism to little extent. There is a similar problem in Zimbabwean organizations where potential workers face nepotism and favoritism-related issues. Top management uses their positions to secure jobs in favor of friends and family (54). The use of external recruitment sources could be one way of avoiding nepotism in the recruitment process (55). The overall mean values in the present study (2.595 on the five-point likert scale) suggest that there were ineffective recruiting practices in the health centers.

This study showed that majority of the respondents 265(69%), replied that moderately extent, minority of the respondents 16(4.2%) replied that not at all it also show that interview for recruitment and selection in moderate extent. According to Robert (2005:120) interviews are the most frequently used selection technique and it is very unusual for candidates to be appointed without interviews. Interviews may either be structured or unstructured.

Employment agencies is also another criteria for recruitment/ selection process, the result showed that most of the respondent 274(71.4 %) said that not at all and about 48 (12.5%) said little extent. This is supported by Compton, 2009 (43), the result showed that Employment referrals of job applicants by the organization's existing employees can be a low-cost but very effective method of recruitment.

The Perceived of Health Care Workers on recruitment and selection practice in public health Facility East Shoa Zone concerning the extent organization free from nepotism corruption said not at all and little extent means there is type of corruption special on recruitment and selection health worker Bernard O and Bernadett (51).

Gender of health workers was significantly associated to good perceived selection practice (AOR=4.320; 95% CI: 1.940, 9.616). This indicates male health workers had 4.320 times higher perceived on recruitment and selection process as compared to female health workers. This study found that age of health workers were significantly associated with good perceived recruitment practice (AOR=2.902; 95% CI: 1.49, 5.647), this indicates age of health workers found between 26-30 were 2.902 times higher perceived on recruitment process as compared to age of health workers below 25. Similarly health workers who had working experience between one and five years in the study area were 0.027 times less likely to have good perceived on recruitment process as comparing to those who had less than one years' experience (AOR=.027, 95%CI: 0.012, 0.060).

HP planning affects health workers perceived on recruitment practices. HP planning (AOR=0.027; 95% CI: 0.012, 0.060) indicates HP planning gives 1.027 times more likely to have good perceived of health workers on recruitment practice as compared to not applying HP planning among health centers. The finding is supported by Noel et al (2011) organizations should carry out HR planning. They also must know what they want to be doing in the future - what size they want the organization to be, what products and services it should be producing, and so on as explained by the authors HR planning plays a very important role in recruitment and selection of employees (26).

The finding also revealed that having job description and specification in the institution in the study area have 1.130 times more likely to have good perceived on recruitment practice as comparing to those who haven't job description and specification (AOR= 1.130, 95% CI: 1.274, 4.658). The finding is supported by David Rees and Christine porter (2008); a person specification identifies the personal attributes that the job - holder needs in order to do a job gives a spurious impression of accuracy and certainty (38).

Organization or intuitional factors on health workers perceived on selection practices, the multivariate binary logistic regression result shows, Performance appraisal (p-value = 0.001), and Job Description and specification(p-value = 0.042), are statistically significant at 5% level of significance, this indicates Performance Appraisal and job description are associated to health workers perceived on selection practices, but institutional factors like recruitment policy, and HP planning didn't show any association on perceived of health workers on selection practice. From these, performance appraisal affects health workers perceived on selection practices. Performance appraisal (AOR= 1.286; 95% CI: 1.073, 2.754) indicates performance appraisal gives 1.286 times more likely to have good perceived of health workers on selection practice as compared to not applying performance appraisal among health centers. The fining is supported by Torrington et al (2008) the study done on identifying determines of job description and specification (39).

Similarly having job description and specification in the institution in the study area have 1.571 times more likely to have good perceived on selection practice as comparing to those who haven't job description and specification (AOR= 1.571, 95% CI: 1.363, 3.897), The fining is supported by Phil ManseU,(2004) states that job description has two roles to play at staff selection. Firstly it communicates the purpose, level of responsibility and range of the job to potential applicants. Secondly it acts as a focus for the various activities that make up the selection process (37).

Limitations of the study

- ❖ The discussion part was very difficult because, no sufficient studies aimed to investigate the perceived of health care workers on recruitment and selection practices are conducted in the World, Africa and also as Ethiopia in general and health care sector in particular cannot be possible compare with the previous studies.
- ❖ During data collection, most of the workers were on site so it was quite difficult getting in touch with them.
- ❖ Some senior members were reluctant in releasing vital information about recruitment and selection in their respective organizations.

CHAPTER SEVEN

7. Conclusion and Recommendation

7.1 Conclusion

Many literatures indicate that all activities which make up the human resources management, therefore recruitment and selection may contribute to the emergence of citizenship behaviors. Among different human resource functions this study was focused on recruitment and selection of the organization particularly health centers. Ensuring that the right people are in the right place at the right time is a critical factor in gaining and maintaining competitive advantage. Recruitment and selection have always been crucial processes for organizations. Recruitment is “the process of generating a pool of capable people to apply to an organization for employment. Selection is the process by which managers and other use specific instruments to choose from a pool of applicants the person or persons most likely to succeed in the job(s), given management goals and legal requirements”.

The study was conducted to assess factor affecting perceived of health workers on recruitment and selection practices. The findings of the study indicated that, socio-demographic and organizational or intuitional factors were identified as significant predictors of perceived of health workers on recruitment and selection practices.

Socio-demographic factors like gender, age of respondents, and work experience and education level of respondents had statistically significant association with perceived of health workers on recruitment practices. Organizational factors like HR planning and Job Description and specification had statistically significant association with perceived of health workers on recruitment practices.

Similarly, socio-demographic factors like gender, age of respondents, and work experience and education level of respondents had statistically significant association with perceived of health workers on selection practices. Organizational factors like HR planning, Performance appraisal and Job Description and specification had statistically significant association with perceived of health workers on selection practices.

7.2 Recommendation

Based upon the findings the following recommendations are made:

Regional Health Bureau, Zonal and Woreda health office should work to improve the gap on perceived of healthcare workers on recruitment and selection practice which identified by these study.

- ❖ Application form, shortlist, interview, selection test also need to do on more to make more reliable and accessible on recruitment and selection of health worker.
- ❖ HR planning plays a very important role in recruitment and selection of employees. Implementation that ties planning and recruiting to the organization's strategy and to its efforts to develop employees becomes a complete program of talent management.
- ❖ Job description and specification the facility gives clear job description and person specification when advertising job openings the information on the advert about tasks, skills, requirement, salary, etc. Need to do on more to make more reliable and accessible on recruitment and selection of health worker.
- ❖ Performance Appraisal the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge need to do more in cooperating each other to get qualified public health worker special from the beginning to recruitment and selection practice of health workers.

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Annex

Questionnaire

Good morning! /Good afternoon!

Dear respondents my name is **Abebe Leta** I am conducting a research. This questionnaire is developed to collect data on the topic entitled “perceived of health care workers recruitment and selection practice”. Moreover, it might also serves as input for policy makers and implementers to change the situation. Filling the survey questionnaire is voluntary. Your genuine response will provide valuable information on the topic. The information you provide is completely confidential.

Thank you for your cooperation!!! **0910273630**

2. Consent Form

Do you have any questions for me at this time?

YES.....1

NO.....2

Do I have your agreement to participate?

YES 1 INTERVIEW

NO 2 STOP

Signature

Date.....*Signature of Enumerator*

Annex-1:-Questionnaire

Assessment of Health facility Staff about the Recruitment and Selection practice (Responded by health care staffs)

Questionnaire Firms (Employer) Part I:

Personal Data

1. Gender? Male [] Female []
2. Age of respondent (in years)
3. Current position
5. How long have you been working at your Firm?
 - a. less than 1 year [] b. 1 – 5 years []
 - c. 6 – 10 years [] d. 11 – 15 years [] e. 16 years and above []
6. Educational status
 - a. Diploma b. Degree c. MSc d. Others

Section B- Perceived of health workers on the Recruitment practice

What extent does your facility use the following criteria for recruitment. Tick appropriate point on the scale for each item that applies to you? Use the scales presented below where 1=Not at all, 2=little extent, 3=Moderate extent, 4=: Great extent, and 5=Very great extent.

No	Items	1	2	3	4	5
7	Promotion from within is fair					
8	Advertisement of vacancies is posted in visible area					
9	Employees referrals					

10	Transfers takes place depend up on guide line					
12	Job rotation takes place to right place to right position					
13	Employment Agencies					
14	Colleges and Universities contact					
15	To what extent your organization free from nepotism					
16	To what extent is the selection committee established as per the guideline					
17	Academic qualifications and performance is fair					
18	Professional Qualifications and distribution is equal					
19	Work Experience					
20	Individual's flexibility					
21	Accessibility/Availability					
18	Over all transparency/trust in the process					

Section C- Perceived of health workers on selection practice

To what extent does your organization use the following in the selection practice? Use the scale below, where 1=Not at all, 2=little extent, 3=Moderate extent, 4 Great extent, and 5^Very great extent. (Tick as appropriate)

No	Items	1	2	3	4	5
25	Measurement of skills and knowledge of applicants is accurate					
26	Shortlists					
27	Interviews can measure employee ability					
28	Selection tests related to the job					
29	Medical examinations					
30	References check					
31	Other (specify)					

Perceived of healthcare workers on Organizational or intuitional factors

To what extent does your organization use the following Organizational or intuitional factors healthcare workers on recruitment and selection practice? Use the scale below, where 1=Not at all, 2=little extent, 3=Moderate extent, 4 Great extent, and 5 Very great extent. (Tick as appropriate

No	Items	1	2	3	4	5
Recruitment policy						
32	The personnel policy is clearly structured/ defined/ specified					
33	Personnel policy does play important role in recruitment/ selection practice					
34	The facility have personnel policies					
35	Affirmative action goals are met (women / minority considered for job openings)					
HR Planning						
36	The health facility HR department has a comprehensive HR plan					
37	The HR plan much the internal and external supply of people with job openings anticipated in the organization over a specified period of time					
38	The HR plan has achieved its objectives and goals					
39	The health facility has implemented and the plan activities evaluated the HR plan activities					
40	HR planning is integrated with recruitment process					
41	There is a formal process to deal with anticipated gaps between the current skills and future requirements					
Job Description and Specification						

42	The job is description and specification structured, standardized and maintained					
43	The facility gives clear description and person specification when advertising job openings					
44	The job description and person specification profile clearly used in the recruitment and selection process					
45	The information on the advert about tasks, skills, requirement, salary, etc clearly?					
	Performance Appraisal					
46	The appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge					
47	There is regular appraisal for promotion					
48	In this organization, employees are recruitment and selection takes place according to P/A					

ASSURANCE OF PRINCIPAL INVESTIGATOR

The undersigned agrees to accept responsibility for the scientific ethical and technical conduct of the research project and for provision of required progress reports as per terms and conditions of the Faculty of Public Health in effect at the time of grant is forwarded as the result of this application.

Name of the student: _____

Date. _____ Signature _____

APPROVAL OF THE FIRST ADVISOR

Name of the first advisor: _____

Date. _____ Signature _____

APPROVAL OF THE SECOND ADVISOR

Name of the first advisor: _____

Date. _____ Signature _____

