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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

REFERENCES

APPENDIX/ANNEXURE

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10.   **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. It should be ensured that the tables/figures are referred to from the main text.

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CONTRIBUTIONS TO BOOKS
- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS
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- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

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EMPLOYEE SELECTION IN ETHIOPIAN CIVIL SERVICE: PREDICTIVE AND CONTENT VALIDITY OF SELECTION INSTRUMENTS: A CASE STUDY IN BUREAU OF CIVIL SERVICE AND CAPACITY BUILDING

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ABSTRACT

Selection and recruitment of human resource is pivotal in human capital management hence it should be done in a systematic and rigorous way to insure that an organization gets the best talent that it requires. To this end recruitment and selection practices of an organization should be done in a scientific way. Hence this research aims to asses the predictive and content validity of selection instruments and practices of the civil service in Ethiopia by taking a case organization. The research used different data collection and analysis methods and techniques. Specifically the research used entrance exam employees score (the grade point employees scored at the test administered by the employer as an entrance exam) and performance appraisal scores of the employees as it is done by their immediate supervisor to asses the predictive validity of the selection process. .In addition job description of positions and test items were used to asses for content validity. Hence the research benefited much from document review and synthesis as a major methodology. Result of the study showed that there is a good level of predictive and content validity of selection instruments as justified by the results though there are things yet to be addressed to make the process more valid. Particularly in the case of content validity there are issues yet to be consider to make the process more valid

KEYWORDS
content validity, job description, predictive validity, recruitment, selection.

INTRODUCTION

People have always needed to find others for employment, but the field of recruitment and selection is a relatively modern development. The development of standardized tests led gradually to the modern field of human resources recruitment and selection.

Organizations make use of use of resources to achieve their objectives. According to the strategic human resource management model the efficiency and effectiveness of any work place (whether in the private or public sector) largely depend on the caliber of the workforce. Nations and organization invest on human resource since it is a basic resource that highly determines the competitive age of organizations and nations and hence their success and prosperity. Recent concepts such as the concept of human resource accounting give a great emphasis to the role of human resource. In a nut shell Human resource plays a significant role since it is the human resource that makes use of other resources. However the availability of a competent and effective labor force does not just happen by chance but through an articulated and rigorous recruitment and selection exercise (Bratton, J. and J. Gold, 2007, P: 67). Intern an articulated and rigorous recruitment and selection needs a reliable and valid process of recruitment and selection. Recruitment and selection are major entry points that determine the pool of people that an organization will have.

Recruitment is a set of activities used to obtain a sufficient pool of the right people at the right time from the right places (Brown, K., 2004 P: 76), and its purpose is to select those who best meet the needs of the work place, and to develop and maintain a qualified and adequate workforce though which an organization can fulfill its human resource plan and finally achieve its strategic objectives. A recruitment process begins by specifying human resource requirements (numbers, skills mix, levels, etc), which are the typical result of job analysis and *human resource planning activities. Information from job analysis and human reso*urce planning activities is used for the next phase, namely in the recruitment process, attracting potentially qualified candidates to apply for vacant positions in an organization. This can be done through recruitment within the organization (internal sources), and or recruitment outside the organization (external sources). Organizations may opt either of these sources or combination of the two by considering the merits and demerits of each source.

After recruitment phase organizations should devise selection tools and instruments to help sort out the relative qualifications of the job applicants and appraise their potentials for being good performers in particular job under consideration (Scanlan, Burt and J. Bernard Keys, 1979 P: 128). Those tools include applications and resumes, interviews, reference checks, tests etc based on the nature of the job, availability of time and budget and other factors. The essence of these recruitment and selection activities is for the organization to appoint the best applicant with the right ability, temperament and willingness (Armstrong, 2001 P: 45.) To this end selection instruments should be valid once.

To date there are issues in human resource that are subject to debate among scholars. specifically employee selection methods/ techniques are among the debatable issues .Among others issues of merit versus loyalty, employee selection methods and techniques, affirmative actions versus equal employment opportunities ,validity and reliability of the selection process belong to the main concerns of scholars in the human resource literature in general and employee recruitment and selection literature in particular. This research is interested about the validity of selection instruments. Validation of the selection process is a key activity in human resource management since what happens in the selection process directly affects the next phases of human resource management and hence organizational success and productivity directly.

LITERATURE REVIEW

Employee recruitment and selection could be performed via different models. However, the most appropriate and most applied model in the human resource literature is the one which is referred as the staffing model (Scanlan, Burt and J. Bernard Keys, 1979 P:98-102). This model is called the integrated staffing model for two major reasons .First the process involves multiple related activities performed one after the other. In this regard Job analysis: identification of knowledge, skills and attitudes required for the job; the recruitment of people and selection of the best according to the job description and specification ; and consequently performing the necessary human resource functions such as orientation and matching employee and work; training and development etc… are performed one after the other. The second reason why the model is referred as integrated since what is done in one of the phases will directly affect situations in the next phase. Particularly recruitment and selection play a central role in this respect since they are entry points that will affect many of the next human resource management phases as shown below in the model.

THE INTEGRATED HUMAN RESOURCE STAFFING MODEL
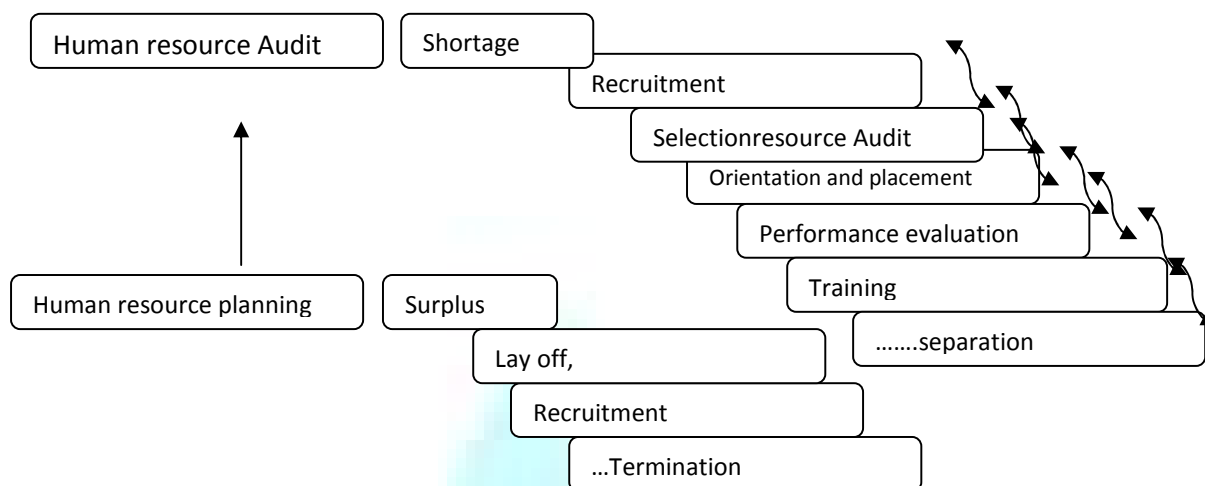
Source: Scanlan, Burt and J. Bernard Keys, 1979 P:98-102

Performing Job analysis is a crucial steps to recruit and select an appropriate person for a position and serves as a base for validation of the selection processes, particularly in the form of content validity. Job analysis involves determining the knowledge, skills and attributes' required to perform in a particular role. Job analysis is critical to recruitment and selection because it is the foundation of a high quality selection process. When it is done appropriately it identifies not only the skills and knowledge required to perform a role but also the attributes, which can be used to assess 'cultural fit' within an organisation. Besides Job analysis helps to identify the key selection criteria and inform the position description, which are both key aspects in attracting suitable candidates. These all helps in the validation process.

Empirical studies in the literature shows the effect of failed recruitment due to invalid and unreliable selection instruments is sufficiently documented in human research literature (Adebaby Abay ,1998,p:21) .Failed recruitment systems can cost organizations in many ways. The effect goes beyond from simple loose of money and there are many repercussions when recruiting and selection systems fail. Hiring the wrong people negatively affects many aspects of daily organizational efficiency and productivity. There are many ways that inappropriate ad hock hiring decisions can affect organizations. Wrong recruitment and selection affects among others turnover, morale, and confidence and related aspects of the human resources of an organization (Adebaby Abay ,1998,p:21-23)

When the wrong person for a position is hired, it typically results in having to refill the position again. Time, money and energy are lost during this downtime, as well as additional recruiting and training costs. It affects a an organization to have a vacant post in many ways, including loss of productivity, frustration of continuous retraining and inability to progress with organizational initiatives. Inappropriate hires may also result in good employees leaving the company, creating an even greater turnover problem. A wrong hire due to an ineffective recruitment and selection process can also hurt the morale and productivity of good employees.

Human resource literature puts much more emphasis about the validity of selection instruments when it comes to human resource recruitment and selection. Though many factors affect an organizations endeavor to attract and select the best available work fore as per the job description validity of selection instruments play a critical /prime role.

Validity is broad concepts in measurement. When we think of validity there are different forms of validity such as face validity, concurrent validity, predictive validity, content validity   etc. It would be difficult and inappropriate to deal with all facets of validity at the same time since each form of validity calls for a different type of data and validation process and each type of validity is not equally important. Hence this study focuses on selected type of validity. Particularly when it comes to the validation of employee recruitment and selection process predictive validity and content validity are more crucial.

Predictive validity involves demonstration of a correlation or other statistical relationship between test performance and job performance looks more appropriate method of validation. According to this form of validity individuals who score high on the test tend to perform better on the job than those who score low on the test. In the case content validity the main concern will be if the recruitment and selection instrument contains items from all job description and specification as it is drawn from the job analysis endeavor of the organization (Alemayehu Hailemariam ,2001p:15)

Employ recruitment and selection phases and process vary from nation to nation and organization to organization too. For example in India candidates pass through three major stages of preliminary examination ,main examination, personality test (Interview) to cheek different aspects of the candidates. In Ethiopia according to *Ethiopian Federal Civil Service Commission, Personnel Statistics*, April 2001, it is the Federal Civil Service Commission which oversees all human resource activities in civil service offices of the nation. The commission is entrust of human resource activities such as: job classification and grading, performance appraisal &time management, recruitment, selection, promotion and transfer, remuneration and conditions of service, human resource planning, and Civil Service Law & grievance systems and procedures human resource management Information system etc.

Through different directive the Ethiopian Federal Civil Service Commission tries to facilitate that human resource activities are done appropriately in different line bureaus of the government tier. For example in its declaration 515/99 article 16/3 (Ministry of Capacity Building ,2003) which is about the recruitment and selection of permanent employees in the civil service it demands different activities to be done to ensure that employee selection is done in a valid manner. The permanent employee's selection directive of the Ethiopian civil service commission is highly concerned about the validity and reliability of the employee recruitment and selection process and it oversee the process to ensure that the system is working well.

The Ethiopian civil service has had a tradition and experience of serving various governments for over 100 years. However, it has been until recently given little attention to improving public service delivery. Unfortunately, the idea that the civil service exists to serve the public good has been neglected and/or misunderstood in Ethiopian public institutions.

The history of modern civil service in Ethiopia can be traced back to 1907 when Minilik II initiated the idea of forming few ministries with the purpose of creating an efficient, effective and well organized performance of government activities. Then after different governments of Ethiopia who took power in different forms (by armed struggle or election) at different time tried to restructure the civil service to make it effective and efficient system and fit to their political ideologies and philosophies.

The emperor Hileslasie, under took various institutional and restructuring measures in the hope of bringing about an effective and efficient civil service governed by specific rules, and procedures of a uniform nature. However despite the efforts made the civil service at that time was characterized by in most cases, failure to adhere to established rules, unwarranted political interference that affect standard procedures of work, emphasis on political loyalty as a major criterion for major human resource decisions such as appointments and promotions that resulted in employees who are misplaced and consequently in effective to perform their functions..

When the Dergue was in palace its socialist ideology the civil service was required to make radical redesign. The Dergue in line with its central planned economic system made the civil service a tool for its intensive mobilization and politicization and hence there has been a tremendous expansion of the civil service (Mehret Ayenew and Paulos Chane, 2000).

As Mehret (1997) observed the Dergue put the civil service in disarray of fusing the institutions of party, state and government. It also encouraged the proliferation of parallel structure by appointing party functionaries to key decision making civil service positions therefore duplication and fragmentation of public function and the downplaying of merit and professionalism, Lack of transparency and accountability become the order of the day. There seems fusion of government (state power) and parties too date.

When the present government EPRDF, Ethiopian people's revolutionary democratic front, assumed power in 1991 it has made its own restructuring dictated by global economical factors such as the structural adjustment program and its federal structure.

Like its predecessors EPRDF has made and is making a number of measures deemed instrumental to reverse previous situations (arrangements) that it considered undesirable. The present government has gone through civil service reform, decentralization, business process re engineering, to make the civil service accessible, transparent, efficient and responsive(Atkilt Assefa, June 1996)

STATEMENT OF THE PROBLEM

Recruitment and selection have always been crucial processes for organizations. They are integrated activities. 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 others use specific methods and 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 requirement. Recruitment and selection represent the entry point activities that affect directly other human resource activities. Hence, emphasis should be placed on admitting only those applicants who are likely to behave, acquire skills and show attitudinal commitment in line with the requirements of the organization's strategy. To this end valid recruitment and selection instruments play a pivotal role.

Human resource management in general recruitment and selection in particular in Ethiopia is characterized by inefficiency and ineffectiveness; lack of sophisticated and valid methods and instruments; inconsistency of selection instruments from once office to the other; unclear stand between political loyalty and merit   for long (Bahiru Zewdie, 1991 p: 45). Hence one can say that the efforts made to make human resource management scientific are low. Since 1994, the government of Ethiopia has embarked on reforming its civil service organization with the objective of improving public service delivery system. The government sponsored a lot of management training programs to enhance the capacity of civil service employees and to implement result oriented performance management. The government has given due attention to improve the transparency, efficiency and validity of the human resource management functions in general and recruitment and selection in particular.

With all these efforts, however, researches revealed that the performance improvement brought was less as compared to the efforts required (Tesfaye, 2004, p: 25). Many factors may contribute to this fact. However the recruitment and selection of employees in genera and validity of selection instruments in particular should be addressed. Productivity of employees is a function of ability and willingness to perform. By willingness it mean all sorts of motivation the employees have to perform. However to think of motivation the right people should be in place first as it is important to have the hardware to install the software in it .It is through valid recruitment and selection practice that the right people will be placed at the right post. Hence the main research problem that this research needs to address is how valid are the human resource recruitment and selection instruments in the Ethiopian civil service organization by taking a case organization.

NEED /IMPORTANCE OF THE STUDY

The role of human resource in organizational success is not subject to debate in the human resource literature .Human resource scholars equally appreciate the role of human resource for organizational success. However the methods and techniques used for recruitment and selection of employees, the marriage between merit and loyalty, issue of affirmative action visa vise equal employment opportunity etc remain issues of debate.

When it comes to validation of the selection process the fact that selection instruments and methods should be valid is not subject to debate. The debate is how organizations ensure the validity of the process and instruments. Hence research in this area is commendable. This research tries to contribute to the literature in this regard. At practical label organization can learn a lot to look in to their selection practices and think of improving the level of validity in their human resource recruitment and selection practices. Selection is a pivotal role in human resource since it affects other human resource activities directly and intern it affects productivity of organization, hence organization ca learn a lot from this piece of research.

OBJECTIVE (s)

In general terms the objective of this study is to examine the level of validity of employee recruitment and selection instruments in the Ethiopian civil service by taking a case institution.

Specifically aims to:

o   To examine the predictive validity of employee selections instruments in Ethiopian civil service

o   To examine the content validity of employee selection instruments in the Ethiopian civil service

o   To recommend policy option in line with the research outcome

HYPOTHESIS

1. Ho: Recruitment and selection Instruments have no reasonably high predictive value to determine job performance

Ha: Recruitment and selection Instruments have reasonably high predictive value to determine job performance

2. Ho: Recruitment and selection instruments have no reasonably high level content validity.

Ha: Recruitment and selection instruments have   reasonably high level content validity.

RESEARCH METHODOLOGY

The research bases on secondary data analysis and synthesis. Data required for the study were collected from employee archives of the organization. Documents like selection instruments, performance evaluation result scores, job description and specification documents were duly analyzed and synthesized. Of course this data analysis and synthesis is not made on the entire employees and position in the organization. It is made on a sample of employees and positions.

The population of the study included employees of the organization who have a history of working at lest five years in the organization. Employees' in this category amount to 113. .Among this population 30 employees were selected randomly from payroll sheet of the organization. After the employees were selected randomly the necessary data was collected aboute employees and their respective positions as required.

As far as predictive validity is concerned a pairs of data on employee performance evaluation scores and result of employees which they score on the selection instrument administered at their entrance were collected from respective records. To analyze this data Pearson product movement correlation coefficient (r) between the two sets of data was used and the necessary implication for the result is given in line with the conceptual frame work of the study.

When it comes to content validity the two important data required were the job descriptions for he sampled positions and the selection instruments applied as a selection tool for the respective positions. These two sets of data were collected and analyzed from the respective database of the organization and consecutively the necessary implication is given. .

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RESULT AND DISCUSSION

TABLE 1: SCORES OF EMPLOYEES IN THEIR PERFORMANCE EVALUATION AND ENTRANCE EXAMINATION

Employee	Score on Entrance exam	Performance Evaluation results					r=0.800227[1]
		Year1.	Year2	Year 3	Year 4	Year 5	Average
1	72	75	78	73	70	79	75
2	70	68	71	66	63	72	68
3	85	81	84	79	76	85	81
4	68	73	76	71	68	77	73
5	71	74	77	72	69	78	74
6	65	68	71	66	63	72	68
7	92	81	84	79	76	85	81
8	65	73	76	71	68	77	73
9	79	80	83	78	75	84	80
10	77	75	78	73	70	79	75
11	84	80	83	78	75	84	80
12	70	67	70	65	62	71	67
13	79	80	83	78	75	84	80
14	69	71	74	69	66	75	71
15	75	79	82	77	74	83	79
16	57	67	70	65	62	71	67
17	77	74	77	72	69	78	74
18	72	74	77	72	69	78	74
19	79	80	83	78	75	84	80
20	75	72	75	70	67	76	72
21	63	67	70	65	62	71	67
22	61	68	71	66	63	72	68
23	74	78	81	76	73	82	78
24	83	81	84	79	76	85	81
25	78	66	69	64	61	70	66
26	78	70	73	68	65	74	70
27	59	64	67	62	59	68	64
28	89	83	86	81	78	87	83
29	69	73	76	71	68	77	73
30	59	69	72	67	64	73	69

Source: Compiled from employee archives, 2011

As we have been saying now and the in the literature predictive validity refers to the power of one variable to predict the other variable .in this case it is the power of selection exam results to predict the performance results of employees. In this regard the person product movement correlation coefficient(r) is said to be an appropriate tool to look in to the predictive power of one variable over the other .The value of Pearson product movement correlation coefficient for the data given above in table 1 is 0.800227(r= 0.800227). Since we have job performance results for consecutive 5 (five) years one can think of calculating five values for r. However I prefer here to validate entrance exams with the five year average of the job performances for convinces reasons.

Pearson product movement correlation coefficient 0.800227 (r=800227) implies that there is a strong positive correlation/association between the job performances of employees and the results of selection exams by any standard, this implies that there is a strong positive association between the two variables entrance exam results and job performance evaluation results. Consequently from validity point of view it can be inferred that there is a strong validity evidence of the selection instruments used in the civil service. Those who performed better in the selection exams performed better in their jobs as measured by job evaluation scores, so that the null hypotheses (Ho) that claims that recruitment and selection Instruments have no reasonably high predictive value to determine job performance is rejected. As result the alternative hypothesis (Ha) that claims recruitment and selection Instruments have reasonably high predictive value to determine job performance is accepted.

The second major concern in this study was the issue of content validity of employee selection instruments. Unlike the case of predictive validity in this regard the validity methodology preferred is to look in to the job description and specification as it is done in the job analyses. The prime concern here is to see if the items in the recruitment and selection instrument really reflect the skills, knowledge, and attitude as indicated in the job description of the posts for which candidates are to be selected.

In this regard more of the research effort was on analyzing the selection instruments visa vise the job description of the posts under consideration .A sincere and in-depth investigation of the job specification and job description of the posts under consideration was made in line with the selection instruments .Investigation in this regard reveals the majority of the test items are designed to measure the knowledge, skills and attitudes required for the respective positions as it is indicated in the job description of the respective posts. Hence recruitment and selection efforts in the civil service are valid as far as content validity is considered. However there is a lot to be done in this regard to make the process ore valid. Some of the jobs lack job description and job specification; jobs are only given job numbers as they call them job grades. .Even for those positions for which job description is made there is lack of clarity and depth in the job description. This makes the validation process difficult.

In this regard to triangulate between researches instruments employees were asked to rate the selection instruments they were exposed at the time of joining the organization if the instrument items were job related in a five point likert scale. A reasonable number of the employees (25 out of 30) in the positions under consideration rated it as medium. This implies that there is a reasonable level of validity. However the employees also mention that the instrument included items unrelated to the post under consideration in some degree this indicate that further work is required to make the process more valid in terms of content validity .Hence one can reasonably reject the null hypothesis (Ho) that claims that recruitment and selection instruments have no reasonably high level content validity and accept the alternative hypothesis that claims recruitment and selection instruments have reasonably high level of content validity owing to the above evidences.

FINDINGS

Since this research was keen to answer to important human resource selection questions namely the predictive and content validity of selection instruments the research have resulted in two corresponding findings in line with this research themes.

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1   Pearson product movement correlation coefficient (r)

Firstly the research was keen to look in to the level of predictive validity of selection instruments as applied to select employees for the different positions of the organization under consideration. The research as evidenced by the data collected found that selection instruments administered by the organization have an acceptable level of predictive validity. This is confirmed by the strong association (r=0.800227) between employees performance evaluation scores and employee results on selection instruments where in employees scores in entrance instruments is considered to be a perfect predictor value of their performance.

Secondly the researches attempted to look in to the content validity of the human resource selection instruments. In effect it looked in to the selection instruments vis-à-vis the skills, knowledge and attitude need for the positions as it is indicated in the job description. The finding in this regard confirms selection instruments have reasonable level of content validity visa-vis the job descriptions of the respective positions. However still there are issues in this regard that need further attention to increase the content validity of the instruments. For example in some cases selection instruments were found to include selection items which are not related to the post in any way. Moreover some positions were found to be with out appropriate job description and some times even with out job description. These factors endanger content validity of instruments used for selection .Hence attention should be given to improve this situation.

RECOMMENDATIONS/SUGGESTIONS

Validity is a vital issue in any measurement situation. Human resource selection in particular is crucial since it affects the efficiency of organizations. The right people should be   in place for the right position. For this to happen appropriate selection instruments in general and valid instruments in particular play a paramount importance. In this regard the following recommendations are made in line with the findings of the study.

The predictive validity of the selection instruments is justified with a high level of person movement correlation coefficient(r=0.800227) as seen in the analysis part of this research. However the institution should work more to take validity to a higher level.

The institution should give more emphasis on the issue of content validity. The result of the study revealed a problem in this regard through job analysis should be done for positions so that positions will have a clearly defined job specification and description up on which selection instruments should be based up on, so that the content validity will be improved

In general terms institutions should understand the prime role of human resource in an organization. Hence they should work always to take validity both content and predictive validity at higher level .Because in the absence valid selection instruments all human resource activities will be at risk. Human resource is critical; as saying garbage in garbage out or gold in gold out goes the kind of human resource that an organization employ directly affects its performance directly. Hence organization should give a prior attention to the issue of validity of selection methods and instruments when ever they attempt to recruit and select employees for their organization.

CONCLUSIONS

This research was keen to see the validity of employee selection and recruitment   in the Ethiopian civil service .The issues of validity is essential when it comes to human resource selection. Organizations cannot achieve their objective if the right person is not in place. As the saying "organizations cannot be more than the people they have "goes, recruitment and selection are pivotal in human resource since decisions at this level affects other human resource management activities directly. Consequently this research attempted to look in to the predictive validity and content validity of recruitment and selection instruments.

As far as predictive validity is concerned selection instruments were used as predictor for job performance evaluation scores as a means of validation of the employee selection process. Employees' selection exam scores and a five year average of performance evaluation scores were used as input in the process. To look in to the validity of the process a Pearson product movement correlation coefficient, r was used as a basic validation instrument. The result showed that employee' selection is a reasonably valid.

When it comes to content validity the research opt for synthesizing the content of job description of selected positions and the selection instrument administered for these positions. The objective was to look in to if the selection instruments sufficiently address the knowledge, skills and attitudes required for each position as shown in the job description, which is the result of job analysis. The result in this case confirmed that selection instruments have reasonable level of validity though there are issues yet to be addressed in this regard.

SCOPE FOR FUTURE RESEARCH

Validity is a wider concept .In this research I focused only on predictive validity and content validity of recruitment and selection instruments. Future research should look in to other forms of validity. For a selection instrument to be appropriate it should be not only valid but also reliable hence future researches should be made more comprehensive by incorporating the issues of reliability. in addition research is imperative on issues of job description and description, etc to make the process more valid.

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