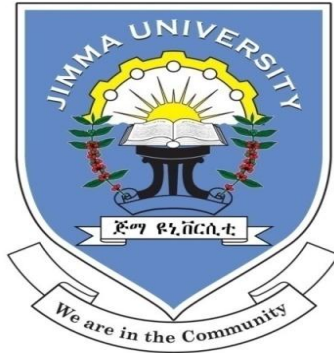


JIMMA UNIVERSITY
COLLEGE OF NATURAL SCIENCES
DEPARTMENT OF SPORT SCIENCE



**THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES
ON THE EMPLOYEES JOB SATISFACTION: IN THE CASE OF KAFFA
ZONE YOUTH AND SPORT OFFICE**

BY

HARERU WORKU

**A RESEARCH REPORT SUBMITTED TO THE DEPARTMENT OF
SPORT SCIENCES, COLLEGE OF NATURAL SCIENCES OF JIMMA
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JIMMA, ETHIOPIA

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Certificate

This is to certify that the thesis work entitled “*The effect of Human Resource management practices on employee job satisfaction in Kaffa Zone Youth and Sport Office*” is done by HareruWorku, carried out the research under our guidance. The matter embodied in this project work has not been submitted earlier for award of any degree or diploma. We further certify that, to the best of our knowledge the work reported herein doesn’t from part of any other thesis or project report.

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Abstract

The main objective of the study was to examine the effect of human resource management practices on employee job satisfaction in Kaffa Zone Youth and Sport office. The study used both descriptive and explanatory research designs. Census sampling technique was used to select sample size of 162 employees and managers. A total of 162 questionnaires were distributed and 143 completed and returned yielding 88.27% response rate. Both descriptive (frequency, percentage, mean and standard deviation) and inferential statistics (Pearson correlation moment and multiple linear regression) were used to analyze the data. The study findings revealed that Kaffa Zone Youth and Sport was not performing HRM practices in a good manner. In addition, the findings also show that employees were dissatisfied with aspect of the job they perform. The findings of the study show that HRM practices such as recruitment & selection, compensation, training & development, and performance appraisal have significant effect on employee job satisfaction. Therefore, the researcher recommends that the organization should improve activities such as applying highly scientific and rigorous selection system, using pay and bonuses as a mechanism to reward higher performance, making of compensation and incentives systems clear and specific to the employee, and taking corrective measures for under-performance.

Keywords: Compensation, Job satisfaction, Performance appraisal, Recruitment & selection, Training & development

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Acronyms and Abbreviations

ANOVA	Analysis of Variance
DW	Durban Watson
EPRDF	Ethiopian Peoples Republic Democratic Front
HR	Human Resource
HRM	Human Resource Management
JS	Job Satisfaction
NASSM	North America Society for Sport Management
PA	Performance Appraisal
RS	Recruitment and Selection
SNNPRS	South Nations and Nationalities People Regional State
Std.D	Standard Deviation
TD	Training and Development

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Chapter One

1. Introduction

1.1. Background of the study

The infrastructure of a sport facility is certainly important, without people working in and using the facility the infrastructure is useless. Hence, it is safe to say that the most important resource for a sport organization is the human resource. Human resource management is the function within an organization that is responsible for the recruitment, training, and retention of personnel, but goes much more in depth in an effort to strategically move the organization forward toward a vision. However, prior to analyzing these human resource practices, it is important to recognize who the major human resources are in a sport facility (Eric and Schwarz, 2010).

In today's competitive business environment, organizations are confronted with rising challenges to attain and optimize one of the sustainable competitive advantages named Human Resource (HR). Though it is considered to be the most important asset of an organization, very few organizations can successfully exploit its potentials (Ahmed & Schroeder, 2002 as cited by Riaz, 2015). Organization's success relies on various factors; however, employee or HR is regarded as the most crucial factor which directly affects the overall performance of the organization.

To maintain competitive advantage and achieve the ultimate goal of the organization, it is obvious that HRM practices have great significances. HRM practices are referred to a set of policies and practices which boost up the firm's human capital to contribute in the achievement of business objectives (Gürbüz, 2009). In another definition by Dessler (2007), Human resource management (HRM) refers to the policies and practices involved in carrying out the 'human resource(HR)' aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations. Beard well, et al., (2004) regard HRM as the philosophy, policies, procedures, and practices related to the management of people within the organization.

Many scholars conducted research on the relationship between HR practices and job satisfaction in different parts of the world. For instance, Noe, et al. (2007) found that HRM is composed of the policies, practices, and systems that influence employees' behavior, attitude, and performance. Other researcher (Price, 2004; Igbal, Malik and Ghafoor, 2013; Javedet al, 2012

and Syed & Yah, 2012) also argue that HRM practices thus involve organizational investments in individual employee's training, decision-making, participation, promotion, and the use of performance contingent rewards and open communication to build up satisfaction among employees toward their job.

Meanwhile, some previous studies (Masoodul et al, 2013) also conducted in public organizations which investigated the impact of HRM practices on employee's satisfaction. They found that some HRM practices had positive effect on job satisfaction of the employees of public sector.

The modern Civil Service in Ethiopia dates back to 1907, during Emperor Menelik II, when nine of ministries were established, with an objective of ensuring orderly and efficient arrangement for the workings of government. The initial years were characterized by inadequate structures, inefficient services, corruption, political interference, and the interference of the nobility in the due process of law in matters of public concern for their private wellbeing. Then, Emperor Haileselassie was effective after the beginning and mid-20th Century to institutionalize the rule bound public administration by establishing successive legal frameworks. Even if significant change has been observed in the affairs of public administration, the basic framework and assumptions were still persisted. The Military government which took power through *coup de at* in 1974 has established its own image in the public service. The Institutions and the mindset of the workers and civil servants were operated against the long-lasting development of the country. In 1991, the military rule of the country was replaced by people's liberation and after that significant progress has been made in the entire country's economic, social and political arena. After the current government (EPRDF) took power in 1991, its prime agenda has been the eradication of poverty from the country. The government has committed itself for this grand purpose, and has laid down 14 National Capacity Building Programs as a big step forward (Ministry of Civil Service, 2012).

The Civil Service Reform Programs(CSRP), as one of the National Capacity Building Program, was initiated in 1997 in response to weaknesses in the administrative system, challenges encountered in the public service delivery system and in general with the objective of revitalizing the overall development of the country as a whole. The major objectives of the reform program were to redress the backwardness and the deep-rooted, age old and anti-development paradigm that tightly dominate and govern the overall structure and environment of the civil service in the country that hinder the appropriate realization of the policies and programs of the country.

The CSRP has been organized into five, interrelated and inter-wined subprograms, namely, top management sub program; human resources sub program; expenditure management sub program; service delivery sub program and ethics sub program (Ministry of Civil Service, 2012).

Moreover, each regional state government must formally devolve adequate decision-making power to lower administrations level such as zone, woreda and kebele. This aims to promote democratic decentralization and get government closer to the people (UNHABITAT, 2002). As a response to this nationwide scheme, the Civil Service Commission of the Southern Nation Nationalities Peoples Regional State (SNNPRS) also decentralized the major human resource management decisions in 2004. The decentralized HRM practices were recruitment, selection, promotion, transfer of employees and delegated custodial & manual, trades and craft job positioning to regional, zonal, and woreda level bureaus. In contrast, compensation and benefits (allowance), position classification, decisions on region to region transfer, updating organizational structure, recruitment of foreigner, cases related with appeals and extension of service for a retired employee were not devolved to the bureaus due to their nature (Ministry of Civil Service, 2012).

Despite all efforts made by government, the researchers' preliminary assessment shows that there are problems such as inappropriate number of civil servants which is less than the structure need, the biasness of workers to perform other related tasks than their own job, and lack of satisfaction of workers to their job in Kaffa Zone Youth and Sport Office. Thus, the researcher was inspired to conduct this study.

Therefore, based on the above background, this study examined the effect of human resource management practices on employees' job satisfaction in Kaffa Zone Youth and Sport Office.

1.2. Statement of the Problem

World become a globe where Economic environment is changing rapidly in changing of customer and investor need and demands are increasing of product-market competition. And to meet successfully these environments organizations continually, need to improve their performance by reducing costs, innovating products and processes and improving quality, productivity and speed to market. The people who change with the change of organizations - human resources- are considered to be one of the most important resources of today's firms. People and how they are achieved are becoming more important because many other sources of

competitive success are less powerful than they used to. Thus, it is important to on the basis of these competitive advantage change is essential to develop a different setting of orientation for considering issues of human resource management and strategy in Ethiopia as well.

Despite the fact that there are some previous studies conducted on the relationship between HRM practices and job satisfaction the findings were mixed. For instance, Gürbüz (2009) examined the impact of HRM on job satisfaction and data was gathered from 480 blue collar employees of the 35 large firms of Istanbul, Turkey. Different variables were used which are empowerment, team work, Job rotation, participation and contingent compensation. Empirical result showed that dominant variable for the job satisfaction of employees is participation of the employees in decision making. Syed and Yah (2012) also examined the impact of high performance HRM practices on employee job satisfaction in China. They found that empowerment, job rotation, employee participation, merit-based promotion and performance based pay and grievance handling procedures were positively correlated with employee's job satisfaction. In the same line, Asta and Zivile, (2011) examined the HRM linkage with organizational commitment and job satisfaction. Empirical result indicated that skill enhancing, motivation enhancing, and engagement enhancing HRM practices have a positive relation with effective human resource reaction i.e. job satisfaction.

Most studies examining the relationship between HRM practices and job satisfaction have been conducted mostly in developed countries like United States, China, Turkey, Pakistan and United Kingdom (Steijn, 2004; Igbal et al., 2013; Syed & Yah 2012; Asta&Zivile, 2011; Javed et al., 2012; Masoodul et al, 2013 and Adeel et al., 2011). The majority of work in HRM adopts the resource-based view perspective which tends to ignore contextual variables, particularly competitive strategies, which influence employee satisfaction. Thus, additional studies in developing economies are important and offer the potential to enhance our understanding of employee satisfaction (Frohlich and Dixon, 2001; Zhao et al., 2006).The scarcities of such studies showing association between HRM practices & job satisfaction and also the role of HRM in the Ethiopian context makes it important to further explore the critical role of HRM.

According to Federal civil service agency (2003cited in Paulos, 2007), despite decentralization of the major human resource management decisions, there were some problems in the reform. First, recruitment and selection of employees takes place not based on manpower planning but rather on the basis of solving immediate problems and inadequate screening (examination and

interviews) not based on merit principles. Second, training is not given for immediate personnel's and no accountability procedures are in place to take measure whenever decision makers commit mistakes within their authority. Third, inter-organizational transfer of employees is based on personal contact and promotion is not based on performance. Fourth, result-oriented performance appraisal system suffers from poor human capacity, lack of transparency, weak follow-up, loose linkage between performance and reward that hamper the system (Solomon, 2005).

Although Ethiopian government tried to improve the effectiveness of civil servant so far, the results were not as expected. For instance, in the year 1999 the Ethiopian government in Federal Civil Servants Proclamation no. 515/2007 introduced Civil service reform which aimed at strengthening the justice system so as to give civil servants better protection and it is essential to incorporate in a new law the changes occurring as a result of the implementation of the human resource management sub-program of the civil service reform program. (Federal Civil Service, 2007)

The civil service reform included re-structuring, designing management systems, HR reforms and enhancing service delivery. Despite all the efforts at federal regional and zonal levels in public organizations, still there are some problems witnessed. Due to this Ethiopia Federal Civil Servants Proclamation no. 515/2007 -The purpose of human resource planning shall be to enable a government institution to take measure to meet the objective specified in the strategic plan, to forecast its human resource demand, to acquire human resource in the right number and type, to develop and properly utilize it, monitor and evaluate its result and make corrective measures time to time, Additionally a civil servant shall be trained to improve his capability and attain better performance or to prepare him for higher responsibility based on career development. (Federal Civil Service, 2007)

Therefore, as per identified in Civil Servants Proclamation, the Kaffa Zone Youth and Sport Office HRM as has the following gaps like inappropriate number of civil servants which is less than the structure needed, the biasness of workers to perform other related tasks than their own job and lack of motivation of workers to their job. In Addition to this, there are limitations in providing continuous professional development trainings that can make the employees achieve higher result in their career. By having these gaps in mind, this study examined the effect of HRM practices on employee job satisfaction in Kaffa Zone Youth and Sport Office.

1.3. Research Questions

This study addressed the following basic research questions.

1. What looks like the practice of human resources management in Kaffa Zone Youth and Sport Offices?
2. What is the level of worker's job satisfaction in Kaffa Zone Youth and Sport Offices?
3. Do human resources management practices affect employee's job satisfaction in Kaffa Zone Youth and Sport Offices?

1.4. Objective of the study

1.4.1.General objective

The grand objective of this study was to examine the effect of Human Resource Management practices on employee job satisfaction in Kaffa Zone Youth and Sport Office.

1.4.2.Specific objectives

This study was specifically intended to:

1. Assess the practice of human resources management in Kaffa Zone Youth and Sport Office.
2. Investigate the level of employees' job satisfaction in Kaffa Zone Youth and Sport Office.
3. Examine the effect of recruitment and selection, compensation, training & development and performance appraisal on employee's job satisfaction in Kaffa Zone Youth and Sport Office.

1.5. Significances of the study

The study is significant because it focused on assessing the effect of HRM practices on employee job satisfaction. Consequently,

1. The result of the study can help Kaffa zone Youth and Sport office leaders and HR managers to see their current human resource management practices, the problems and solution of the existing problems with regard to HRM based on the finding and recommendations of the study.
2. The study can also assist the policy implementers and decision makers to give due emphasis to the improvement of HRM to get the best advantage from their capacity.

3. In addition, other concerned experts and researchers or practitioners can be beneficiaries from the study because the finding of the study can serve as a source and give some insight for further research in the area of the study.

1.6. Delimitation of the Study

The main purpose of this study was to assess the effect of HRM practices on employee job satisfaction in Kaffa zone Youth and Sport office. The study was delimited both geographically and conceptually.

Geographically, the study was delimited with ten (10) Weredas Youth and Sport offices as well as one city administration and one zonal Youth and Sport offices of S/N/N/P/R/S in Kaffa Zone. Even if the Zone encompasses a lot of other public sectors they are not included in this study because of time and financial constraint.

In terms of concept, the study was delimited to the effect of HRM practices on employee job satisfaction in Kaffa zone Youth and Sport office in the year 2017/18. By using resource based view the study was delimited to four HRM practices such as recruitment & selection, compensation, training & development, and performance appraisal.

1.7. Limitation of the Study

This study has major limitation in that it used quit limited set of HRM practice such as recruitment & selection, compensation, training & development, and performance appraisal. Another limitation of this study was that it was conducted in Kaffa Zone Youth and Sport Office only which can affect it's generalizing ability to public organization in the country.

1.8. Definitions of Key Terms

- ☞ **Job satisfaction:** whether or not the civil servants like the job or facets of jobs, such as nature of work.
- ☞ **Human Resource:** refers to the talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization's mission and vision.
- ☞ **Office:** are executive organs established at zonal, woreda and city administration government level with specific powers, duties and responsibilities.
- ☞ **Employee satisfaction:** is of utmost importance for employees to remain happy and also deliver their level best.

- ☞ **Employees:** are those who are working under the governmental organizations and paid for what they do.
- ☞ **Human Resource Management:** refers to the workforce management of an organization in an honest, reliable and professional manner.

1.9. Organization of the Study

This study is divided in to five major chapters. The first chapter deals with the background of the study. The review of related literature is presented in chapter two while chapter three comprises the methodology of the study. The fourth chapter in its turn focuses on the presentation and analysis of data. The final chapter addresses conclusion and recommendation.

1.10. Conceptual Framework

Based on the theoretical and empirical review the researcher developed the conceptual framework as seen in the figure 1.

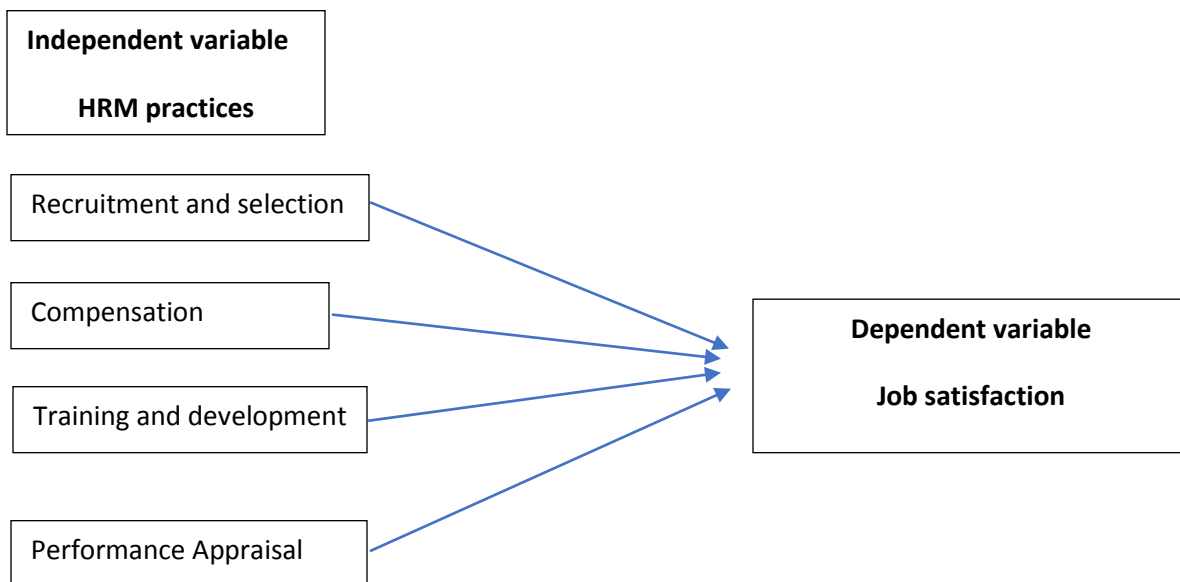


Figure1. Conceptual framework of the study

Chapter Two

2. Review of Related Literature

2.1. Theoretical literature review

2.1.1. Management in Sport

Managers need to govern the special skills and knowledge. Manage, lead, coordinate, decide - it must know. Management, in addition to science, it is also art. The success of any organization, as business systems, and public sectors, culture, sports, art, depends on the skills of managers. Art of creating, governing, managing, organizing, forecasting, planning, designing, can be considered a kind of art. Management is, de facto, the Sciences and Arts. Science and art are complementary, as they work in synergy, not excluded. No art by science, or science with creation, the dose of art.

Human resource management in sport is a new theoretical, scientific and pragmatic approach, which on the one hand, refers to the management of athletes by coaches, team of experts and sports scientists, on the other hand, the efficient and effective management of the entire sport organization by control in sport, sports managers, marketing managers and sports volunteers. Management of sports involves the study of disordered and proven knowledge of how a sports organization achieves its goals, procuring, distributing and the use of limited human, material, information and financial sources of its success.

Sports Management as the art and craft-empirical, unstructured experience of talented managers of individual athletes, teams and clubs emerged with the appearance of the first professional sports organization. The appearance of a systematic, scientific-structured knowledge of sports management is connected with the growth of professionalization of sport and its rules determination –service market economy, and the emergence of management science, first in the profit sector, corporate business, and then, and it's spreading to the sector of non-profit public and private sector.

Start sports management as a scientific field associated with the 1980s for years (Bittel, 1988). This was preceded by the development of research in the field of business management capabilities driven by new information technology. In the 1960s and 1970s age system based on computer models developed in connection with the functions of planning and control, dominated the literature on management. How to extend the company of “industrial-based economy” to

"service-based economy, management techniques have become of growing dependent on the sophisticated / subtle forms of data processing and transmission of information. During the 1980s years, management theorists have developed new models of strategic planning and decision making with the growing emphasis on entrepreneurship and the use of marketing techniques. With this development is related to the period of establishing the academic discipline of sports management. Although the sports management programs emerged in the late 1960s and early 1970s, university curricula have begun to include extensive programs for the preparation of sports managers only since the 1980s years. Development of the North American Society for Sport Management (NASSM) and the founding of the Journal of Sport Management in 1986 were additional indicators that the sports management taken seriously in the academic environment.

During the 1990s the administration of sports, athletics and recreation is in a serious state of transition, the 1970s and 1980s of years, due to the expansion of opportunities and the commercialization of sport, the demands have grown to discover effective and efficient ways of managing sports organizations. After the 1970s a lot has changed in terms of sports Management Company. The influence of many discipline - sociology of sport, sport psychology, education and business administration - put into service design management practice in modern sports organizations. The combined effect, amended the growth of sports administration / sports management as an academic discipline, has contributed to the promising prospects of sports organizations in the 1990s years.

With the appearance of the 1990s, several development processes and trends began to empower the optimistic views on the management of sports organizations. Bucher consider further four such trends: competency-based management, marketing approach, Transformational Leadership, Management by expectations. The list is not exhaustive but represents the many changes that have occurred over a wide range of management, particularly as they relate to sports, athletics and recreation.

But these five functions of management (planning, organization, personnel management, management and control) are present in areas of activity of each manager, although to varying degrees at different levels of management (Zec, 2011).

2.1.2. What is Human resource management (HRM)?

Human resource management (henceforth HRM) is the effective management of people at work. Beard well, Holden&Clay don (2004) regard HRM as the philosophy, policies, procedures, and practices related to the management of people within the organization. Senyucels (2012) sees HRM as a combination of people centered management practices that recognize employees as assets geared to creating and maintaining skillful and committed workforce for achieving organizational goals. Mondy and Noe (2005) believe that HRM is the utilization of individuals to achieve organizational objectives. Denishi and Griffin (2009) suggest that HRM is the comprehensive set of managerial activities and tasks concerned with developing and maintaining a qualified workforce. Human resource is a way that contributes to organizational effectiveness. In most of today's organizations, the role of HRM has become quite important (Blake, 1995). According to Gerhart (2007 as cited by Oyeniyi,etal, 2014) HRM is a combination of multiple factors and these factors are practices, policies, and system which influence the behavior, attitude, and performance of the employee towards an organization in a positive way. Armstrong (2006 as cited by Chamoliand Paatlan, 2017) defines Human Resource Management (HRM) as a strategic and coherent approach to the management of organizations most valued assets - the people working there who individually and collectively contributes to the achievement of the objectives. (Mostafizur, 2013)

2.1.3. Human Resources in Sport

While the infrastructure of a sport facility is certainly important, without people working in and using the facility the infrastructure is useless. Hence it is safe to say that the most important resource for a sport facility is the human resource. Human resource management is the function within an organization that is responsible for the recruitment, training, and retention of personnel, but goes much more in depth in an effort to strategically move the organization forward toward a vision (Eric and Schwarz, 2010).

However, prior to analyzing these human resource practices, it is important to recognize who the major human resources are in a sport facility (Eric and Schwarz, 2010).

2.1.4. Models of HRM

The matching model of HRM

According to Armstrong (2006), one of the first explicit statements of the HRM concept was made by the Michigan School (Fombrun *et al*, 1984). They held that HR systems and the organization structure should be managed in a way that is congruent with organizational strategy

(hence the name ‘matching model’). They further explained that there is a human resource cycle, which consists of four generic processes or functions that are performed in all organizations. These are:

1. **selection**– matching available human resources to jobs;
2. **appraisal**– performance management;
3. **Rewards**– ‘the reward system is one of the most under-utilized and mishandled managerial tools for driving organizational performance’; it must reward short as well as long-term achievements, bearing in mind that ‘business must perform in the present to succeed in the future.
4. **Development**– developing high quality employees.

The soft model of HRM

The ‘Harvard model’ of strategic HRM is another analytical framework, which is premised on the view that if general managers develop a viewpoint of ‘*how they wish to see employees involved in and developed by the enterprise*’ then some of the criticisms of historical personnel management can be overcome. The model was first articulated by Beer et al. (1984). Compared to the matching model, this model is termed ‘soft’ HRM (Storey, 1992; Legge, 1995; Truss et al., 1997). It stresses the ‘human’ aspect of HRM and is more concerned with the employer–employee relationship. The model highlights the interests of different stakeholders in the organisation (such as shareholders, management, employee groups, government, community and unions) and how their interests are related to the objectives of management. This aspect of the model provides some awareness of the European context and other business systems that emphasise ‘co-determination’. It also recognises the influence of situational factors (such as the labour market) on HRM policy choices.

The actual content of HRM, according to this model, is described in relation to four policy areas, namely, human resource flows, reward systems, employee influence, and works systems. Each of the four policy areas is characterised by a series of tasks to which managers must attend. The outcomes that these four HR policies need to achieve are commitment, competence, congruence, and cost effectiveness. The aim of these outcomes is therefore to develop and sustain mutual trust and improve individual / group performance at the minimum cost so as to achieve individual well-being, organisational effectiveness and societal well-being. The model allows for analysis of these outcomes at both the organisational and societal level. As this model acknowledges the role of societal outcomes, it can provide a useful basis for comparative

analysis of HRM. However, this model has been criticised for not explaining the complex relationship between strategic management and HRM (Guest, 1991).

2.1.5. Aims of HRM

The overall purpose of human resource management is to ensure that the organization is able to achieve success through people. As Ulrich and Lake (1990) remark: ‘HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities.’ Specifically, HRM is concerned with achieving objectives in the areas summarized below.

Organizational effectiveness

Distinctive human resource practices shape the core competencies that determine how firms compete (Cappelli and Crocker-Hefter, 1996). Extensive research has shown that such practices can make a significant impact on firm performance. HRM strategies aim to support programmes for improving organizational effectiveness by developing policies in such areas as knowledge management, talent management and generally creating ‘a great place to work’. This is the ‘big idea’ as described by Purcell *et al* (2003), which consists of a ‘clear vision and a set of integrated values’. More specifically, HR strategies can be concerned with the development of continuous improvement and customer relations policies.

Human capital management

The human capital of an organization consists of the people who work there and on whom the success of the business depends. Human capital has been defined by Bontiset *al* (1999) as follows:

Human capital represents the human factor in the organization; the combined intelligence, skills and expertise that give the organization its distinctive character. The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-term survival of the organization.

Human capital can be regarded as the prime asset of an organization and businesses need to invest in that asset to ensure their survival and growth. HRM aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs. This means taking steps to assess and satisfy future people needs and to enhance and develop the inherent capacities of people – their contributions, potential and employability – by providing learning and continuous development opportunities. It involves the operation of ‘rigorous recruitment and selection procedures, performance-contingent incentive compensation systems, and management

development and training activities linked to the needs of the business' (Becker *et al*, 1997). It also means engaging in talent management – the process of acquiring and nurturing talent, wherever it is and wherever it is needed, by using a number of interdependent HRM policies and practices in the fields of resourcing, learning and development, performance management and succession planning.

The process of human capital management (HCM) as described in the next chapter is closely associated with human resource management. However, the focus of HCM is more on the use of metrics (measurements of HR and people performance) as a means of providing guidance on people management strategy and practice.

Knowledge management

Knowledge management is 'any process or practice of creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance in organizations' (Scarborough *et al*, 1999). HRM aims to support the development of firm-specific knowledge and skills that are the result of organizational learning processes.

Reward management

HRM aims to enhance motivation, job engagement and commitment by introducing policies and processes that ensure that people are valued and rewarded for what they do and achieve and for the levels of skill and competence they reach. (Armstrong, 2006)

2.1.6. Characteristics of HRM

According to Armstrong (2006), the characteristics of the HRM concept as they emerged from the writings of the pioneers and later commentators are that it is:

- Diverse;
- Strategic with an emphasis on integration;
- Commitment-oriented;
- The belief that people should be treated as assets (human capital);
- Unitary rather than pluralist, individualistic rather than collective in its approach to employee relations;
- A management-driven activity – the delivery of HRM is a line management responsibility;
- Focused on business values.

The diversity of HRM

The above characteristics of HRM are by no means universal. There are many models, and practices within different organizations are diverse, often only corresponding to the conceptual version of HRM in a few respects.

Hendry and Pettigrew (1990) play down the prescriptive element of the HRM model and extend the analytical elements. As pointed out by Boxall (1992), such an approach rightly avoids labeling HRM as a single form and advances more slowly by proceeding more analytically. It is argued by Hendry and Pettigrew that 'better descriptions of structures and strategy-making in complex organizations, and of frameworks for understanding them, are an essential underpinning for HRM'.

A distinction was made by Storey (1989) between the 'hard' and 'soft' versions of HRM. The hard version of HRM emphasizes that people are important resources through which organizations achieve competitive advantage. These resources have therefore to be acquired, developed and deployed in ways that will benefit the organization.

The focus is on the quantitative, calculative and business-strategic aspects of managing human resources in as 'rational' a way as for any other economic factor. As Guest (1999a) comments:

The drive to adopt HRM is based on the business case of a need to respond to an external threat from increasing competition. It is a philosophy that appeals to managements who are striving to increase competitive advantage and appreciate that to do this they must invest in human resources as well as new technology.

The strategic nature of HRM

Perhaps the most significant feature of HRM is the importance attached to strategic integration, which flows from top management's vision and leadership, and which requires the full commitment of people to it. Guest (1987, 1989a, 1989b, 1991) believes that this is a key policy goal for HRM, which is concerned with the ability of the organization to integrate HRM issues into its strategic plans, to ensure that the various aspects of HRM cohere, and to encourage line managers to incorporate an HRM perspective into their decision-making.

Legge (1989) considers that one of the common themes of the typical definitions of HRM is that human resource policies should be integrated with strategic business planning. Sisson (1990) suggests that a feature increasingly associated with HRM is a stress on the integration of HR policies both with one another and with business planning more generally.

Storey (1989) suggests that: 'The concept locates HRM policy formulation firmly at the strategic level and insists that a characteristic of HRM is its internally coherent approach.'

The commitment-oriented nature of HRM

The importance of commitment and mutuality was emphasized by Walton (1985a) as follows: The new HRM model is composed of policies that promote mutuality – mutual goals, mutual influence, mutual respect, mutual rewards, and mutual responsibility. The theory is that policies of mutuality will elicit commitment, which in turn will yield both better economic performance and greater human development.

Guest (1987) wrote that one of the HRM policy goals was the achievement of high commitment ‘behavioral commitment to pursue agreed goals and attitudinal commitment reflected in a strong identification with the enterprise’.

It was noted by Legge (1995) that human resources ‘may be tapped most effectively by mutually consistent policies that promote commitment and which, as a consequence, foster a willingness in employees to act flexibly in the interests of the “adaptive organization’s” pursuit of excellence’.

People as ‘human capital’

The notion that people should be regarded as assets rather than variable costs, in other words, treated as human capital, was originally advanced by Beer *et al* (1984). HRM philosophy, as mentioned by Karen Legge (1995), holds that ‘human resources are valuable and a source of competitive advantage’. Armstrong and Baron (2002) stated that People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and as constituting a significant source of competitive advantage.

Unitary philosophy

The HRM approach to employee relations is basically unitary – it is believed that employees share the same interests as employers. This contrasts with what could be regarded as the more realistic pluralist view, which says that all organizations contain a number of interest groups and that the interests of employers and employees do not necessarily coincide.

Individualistic

HRM is individualistic in that it emphasizes the importance of maintaining links between the organization and individual employees in preference to operating through group and representative systems.

HRM as a management-driven activity

HRM can be described as a central, senior management-driven strategic activity that is developed, owned and delivered by management as a whole to promote the interests of the

organization that they serve. Purcell (1993) thinks that ‘the adoption of HRM is both a product of and a cause of a significant concentration of power in the hands of management’, while the widespread use ‘of the language of HRM, if not its practice, is a combination of its intuitive appeal to managers and, more importantly, a response to the turbulence of product and financial markets’. He asserts that HRM is about the rediscovery of management prerogative. He considers that HRM policies and practices, when applied within a firm as a break from the past, are often associated with words such as commitment, competence, empowerment, flexibility, culture, performance, assessment, reward, teamwork, involvement, cooperation, harmonization, quality and learning. But ‘the danger of descriptions of HRM as modern best-management practice is that they stereotype the past and idealize the future’.

Sisson (1990) suggested that: ‘the locus of responsibility for personnel management no longer resides with (or is “relegated to”) specialist managers.’ More recently, Purcell *et al* (2003) underlined the importance of line management commitment and capability as the means by which HR policies are brought to life.

Focus on business values

The concept of HRM is largely based on a management and business-oriented philosophy.

It is concerned with the total interests of the organization – the interests of the members of the organization are recognized but subordinated to those of the enterprise. Hence the importance attached to strategic integration and strong cultures, which flow from top management’s vision and leadership, and which require people who will be committed to the strategy, who will be adaptable to change, and who will fit the culture. By implication, as Guest (1991) says: ‘HRM is too important to be left to personnel managers.’

In 1995 Legge noted that HRM policies are adapted to drive business values and are modified in the light of changing business objectives and conditions. She describes this process as ‘thinking pragmatism’ and suggests that evidence indicates more support for the hard versions of HRM than the soft version (Armstrong, 2006).

2.1.7. Functions of HRM

Recruitment and selection

Recruitment is the process of locating potential individuals who might join an organization and encouraging them to apply for existing or anticipated job openings. Recruitment is the development of a pool of job candidates in accordance with a human resource plan. Further it can be explained as the process of locating, identifying and attracting capable applicants. During

this process, efforts are made to inform the applicants fully about the qualifications required to perform the job and the career opportunities the organization can offer its employees.

Selection is the process of choosing individuals who have relevant qualifications to fill existing or projected job openings. It is the process of assessing candidates and appointing a post holder to ensure that the most appropriate candidates are hired. Successful employee hiring decisions are the foundation of any organization's success. Most managers and senior executives would agree that the task of hiring can be one of the responsibilities with the most impact in their organization (as cited by Priya, 2013).

Compensation

Employee compensation includes all forms of pay and rewards received by employees for the performance of their jobs" (Snell, 2007 as cited by Priya, 2013). Direct compensation encompasses employee wages and salaries, incentive-payments, bonuses, and commissions. Indirect compensation comprises the many benefits supplied by employers and non financial compensation includes fringe benefits like free insurance and subsidized lunch.

Training and development

In the field of human resource management, training and development is the field concerned with organizational activity aimed at improving productivity and enhancing skills of individuals and groups in the organizational setting. Development refers to formal education, job experiences, relationships, and assessments of personalities and abilities that help employees prepare for the future.

The term training is often used casually to describe almost any effort initiated by an organization to foster learning among members. Training tends to be more narrowly focused and oriented toward short- term performance concerns, and development, which tends to be oriented more toward broadening an individual's skills for future responsibilities (Snell S 2007as cited by Priya, 2013). It can be expected that firm investments in technical and non- technical training will have a positive impact on the skills/knowledge of its employees.

Training was included as a high-performance HRM practice (Huselid, 1995as cited by Priya, 2013). Firms with superior training programmes may also experience lower staff turnover than firms that neglect employees training and development.

Performance Appraisal

The performance appraisal can be defined as a process, typically delivered annually by a supervisor to a subordinate, designed to help employees understand their roles, objectives, expectations and performance success. Performance appraisal is a process of systematically evaluating performance and providing feedback upon which performance adjustments can be made. It should be based on job analysis, job description and job specifications and it is a systematic process to evaluate the performance of an employee after a certain period. Performance appraisal also influences other HR practices such as recruitment and selection, training and development, compensation, and employee relations. As performance appraisal leads to pay raise, promotion, and training, it is assumed that better performance appraisal can have an impact on employee job satisfaction (As cited by Priya, 2013).

2.1.8. Job satisfaction

Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision (Spector, 1997). Others believe it is not as simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved (Hulin, & Judge, 2003). Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) (Thompson & Phua, 2012) or cognitions about the job (cognitive job satisfaction), (Moorman, 1993). Job satisfaction is the phenomena that defines the harmony of employees' job satisfaction, expectations and job's characteristics. This phenomenon is a composition of social security, fair wages, job and work security, balance between job skills and knowledge job-related pride, promotion opportunities, management policies and the social climate (Oral, 2005). According to Robbins, (1999) Job satisfaction is also defined as an individual's general attitude regarding his or her job. Mullins, (1993) mentioned that motivation is closely related to job satisfaction. Various factors such as employees 'needs and desires, social relationships, style and quality of management, job design, compensation, working conditions, perceived long range opportunities, and perceived opportunities elsewhere are considered to be the determinants of job satisfaction (Byars and Rue, 1997; Moorhead and Griffin, 1999). Job satisfaction has a significant influence on employees' organizational commitment, turnover, absenteeism, tardiness, accidents, and grievances (Byars and Rue, 1997; Moorhead and Griffin, 1999). According to Robbins (1999), a satisfied

workforce can increase organizational productivity through less distraction caused by absenteeism or turnover, few incidences of destructive behavior, and low medical costs.(Gurumu,2017)

2.1.9. HRM practice and job satisfaction

Recruitment & selection and job satisfaction

Sophisticated recruitment and selection system can ensure a better fit between the individual's abilities and the organization's requirement (Fernandez 1992). Katou and Budhwar (2007) discussed in a study on Greek manufacturing firms that recruitment and selection was positively related to all organizational performance variables such as effectiveness, efficiency, satisfaction, innovation, and quality (Mostafizur, 2013).

Compensation and job satisfaction

Employee Compensation and its Relationship with Employee's Satisfaction: Employee satisfaction is the consequence of different factors like Compensation, promotion, relationship with co-workers and promotion opportunities. Among all these factors, compensation is one of the most influencing factors effecting employee satisfaction. Moreover, it is regarded as monetary or non-monetary benefits that are directly tied to the performance of the employees. This argument is supported by Handel who portrays that compensations and remunerations in the form of commissions, cash recognition and stock option that makes the employee satisfied. Similarly, highly remunerated employees are more satisfied than others with less remuneration and contractual employees. Moreover, compensation plays vigorous role to attract and retain employees and its relationship with employee satisfaction is found to be significant (Niaz, 2014). Thus, the literature exposed above lead us to formulate the following hypothesis:

Training & development and job satisfaction

Training and development positively influences job satisfaction: Training and development is considered to be the most common HR practice (Tzafrir, 2006). 'Training and development' refers to any effort to improve current of future employees' skills, abilities, and knowledge (Aswathappa, 2008). 'Training and development' has a significant positive impact on employees' job satisfaction (Garcia, 2005). Thang and Buyens (2008) stated that training and development lead to superior knowledge, skills, abilities, attitudes, and behavior of employees that ultimately enhance excellent financial and non-financial performance of the organizations.

Jehanzeb and Rasheed (2013) concluded with clear evidence that training is positively and significantly associated with job satisfaction. This is because training and development can lead to superior knowledge, skills, abilities and attitudes of employees that enhance the financial and non-financial performance of organization and also it can improve workforce utilization and it will potentially increase employee job satisfaction (Osibanjo & Abiodun, 2011). Priya, (2013) found out that training and development will positively influenced job satisfaction.

Performance Appraisal and job satisfaction

Performance appraisal positively influences job satisfaction: Performance appraisal is a systematic process to evaluate the performance of an employee after a certain period. Performance appraisal also influences other HR practices such as recruitment and selection, training and development, compensation, and employee relations. As performance appraisal leads to pay raise, promotion, and training, it is assumed that better performance appraisal can have an impact on employee job satisfaction.(Niaz,2014)

Appraisal System is a technique by which performance of an employee is assessed. Moreover, performance appraisals are a part of profession growth that consists on the feedback of employee performance in the organization. In HRM literature, the impact of appraisal system on employee satisfaction has been broadly studied. Study of Cowling and Newman found that appraisal system improves the employee satisfaction by offering personal recognition. Furthermore, researchers concluded that traditional performance appraisals create dissatisfaction among employees, therefore, there is a need to adopt such appraisal systems that emphasis on the development needs of the employees. Thus, from the above literature following hypothesis is proposed:

2.2. Empirical Literature review

For the purpose of this study adequate numbers of empirical studies were reviewed to provide the existence of relationship between study variables. The reviewed empirical literatures were conducted in the period between 2008 and 2017. The researcher identified empirical studies from online sources using internet. The objectives and findings of each empirical study presented in the form of summary as follows.

- ❖ Petrescu and Simmons (2008) carried out the study to investigate the relationship between human resource management (HRM) practices and workers' overall job satisfaction and their satisfaction with pay. The findings of the study indicate that several

HRM practices raise workers' overall job satisfaction and their satisfaction with pay. However, these effects are only significant for non-union members. Satisfaction with pay is higher where performance-related pay and seniority-based reward systems are in place. A pay structure that is perceived to be unequal is associated with a substantial reduction in both non-union members' overall job satisfaction and their satisfaction with pay. Although HRM practices can raise workers' job satisfaction, if workplace pay inequality widens as consequence then non-union members may experience reduced job satisfaction.

- ❖ Another study was conducted by Rahman et al (2013) aiming to investigate the impact of HRM practices on employee satisfaction in the pharmaceutical companies of Bangladesh. The study reveals that employees in pharmaceutical companies are satisfied with the recruitment and selection, and training and development policy and practices of pharmaceutical companies. On the other hand, employees are dissatisfied with the human resource planning, working environment, compensation policy, performance appraisal, and industrial relations.
- ❖ Another study was conducted by Hassan et al., (2013) the main purpose of study was to find the relationship between three HR practices i.e. compensation, empowerment and appraisal system and employee satisfaction & loyalty in government owned public sector banks of Pakistan. Employee compensation is found to be most important factor for creating satisfaction among employee while employee empowerment is found to be significant factor for developing employee loyalty.
- ❖ Another study was conducted by Priya (2013) to examine the relationship between human resource practices and work outcomes. Founded upon a theory Y approach of employees as active, self-controlled human beings who like work, seek responsibility, and serve objectives to which they are committed, soft HRM focuses on empowering, developing, trusting, and managing employees as humans with specific needs, and predicts that performance is created through positive attitudes. More specifically, HRM is hypothesized to fulfill employees' needs which enhances favorable attitudes, and subsequently improves performance outcomes. This is consistent with social exchange theory (SET) which argues that HRM practices contribute to positive exchange relationships between employees and employer-especially when the needs of individual workers are considered-to which employees reciprocate with favorable attitudes and behavior.

- ❖ Another study was conducted by Oyeniyi, et al (2014) aiming to investigate the effect of HRM practices on job satisfaction among Nigerian banks staff. The study revealed that performance evaluation performance is most important factor for creating satisfaction among employees in Nigerian banks.
- ❖ Muhammad Mushtaq (2014) conducted with the purpose of examining relationship between HR Practices i.e. (Training and Development, Respect and Integrity, Opportunities for Growth/Career Path, Increments & promotion, Performance appraisal, Compensation and benefits) with the employee job satisfaction in textile industry in Pakistan. Results indicate that front line management is less satisfied with HRM practices as compare to middle level management.
- ❖ Ahmed (2015) carried out the study which was focused on the effect of HRM practices namely recruitment & selection, training & development, salary & benefits, job security, reward and supervisory role on job satisfaction of few commercial bank employees of Bangladesh. The findings revealed that recruitment & selection, training & development, salary & benefits, and reward have positive effect on employees' job satisfaction whereas supervisory role and job security has adverse effect. It was recommended to the authorities of said banks that they should emphasize more on these two HRM practices to ensure sustainable growth and development of their organization.
- ❖ Hashimet (2016) conducted the study which examined the extent of formality of Human Resource Management practices among micro enterprises and their effects on employees' satisfaction and commitment. The results revealed that HRM practices in micro enterprises to some extent are formal, employees are satisfied and committed. Employees' commitment was predicted based on two predictors; namely HRM practices and job satisfaction.
- ❖ Deepesh and Jaya (2016) conducted the study with the aim of examining the impact of HR practices on employee's job satisfaction. There are certain activities which are imperative for job satisfaction of employees policies like working environment, co-operation between departments, team work, retention, promotion policies, grievance handling etc. These all together gives the job satisfaction to the employees. If the employees are happy the productivity rate will definitely be high in other terms productivity will touch the sky and if the job satisfaction is not there then the organization will definitely suffer. It is both management and employee's responsibilities, and in their interest, to ensure that employees work in a positive atmosphere because

relationship with the management can either maximize or minimize productivity and cause or prevent stress and fatigue.

- ❖ Suresh and Narayana (2017) carried out study to comprehend the effect of HRM Practices in banking sector. The objective of the study focuses on understanding Effect of HRM practices on Employee satisfaction banking organizations on employee satisfaction towards organization. The study results revealed that there is significant impact of HRM practices on employee satisfaction.
- ❖ Vinayet al (2017) which aimed to compare the satisfaction of hotel employees in accordance with the human resource management (HRM) practices adopted by hospitality industry in an Indian province named Chandigarh. Results of study revealed that the importance of employee satisfaction and work motivation is growing all the time in the companies. Findings of this study can be used to increase the performance of Hotels of various other cities of the country too. The results of this study revealed that bundles of HRM practices are positively related to better employee satisfaction.

Chapter Three

3. Research Methodology

3.1. Description of the Study Area

According to Kaffa Zone Finance and Economic Development Department (2008E.C), Kaffa Zone is one of the administrative provinces in SNNPRS. The Zone is situated in south western part of Ethiopia. The capital of the Zone, Bonga, is found in a distance of 454 km from Addis Ababa, 110 km from Jimma town to South direction and 724km from Hawassa, the capital of the SNNPRS. It shares the boundary with Oromia region in the North and Northeast; Bench-Maji Zone in the West and Southwest; Sheka Zone in the Northwest; and Konta special wereda in the Eastern part.

According to Kaffa Zone Finance and Economic Development Department, there are ten (10) Weredas and one city administration which included 18 urban Kebeles and 298 rural Kebeles. Based on the SNNPRS 2008 population projection, the total population of Kaffa zone is estimated to be 1,137,305 constituting about 5 percent of the SNNP Regional State (Kafa Zone Finance and Economic Development Department, 2008).

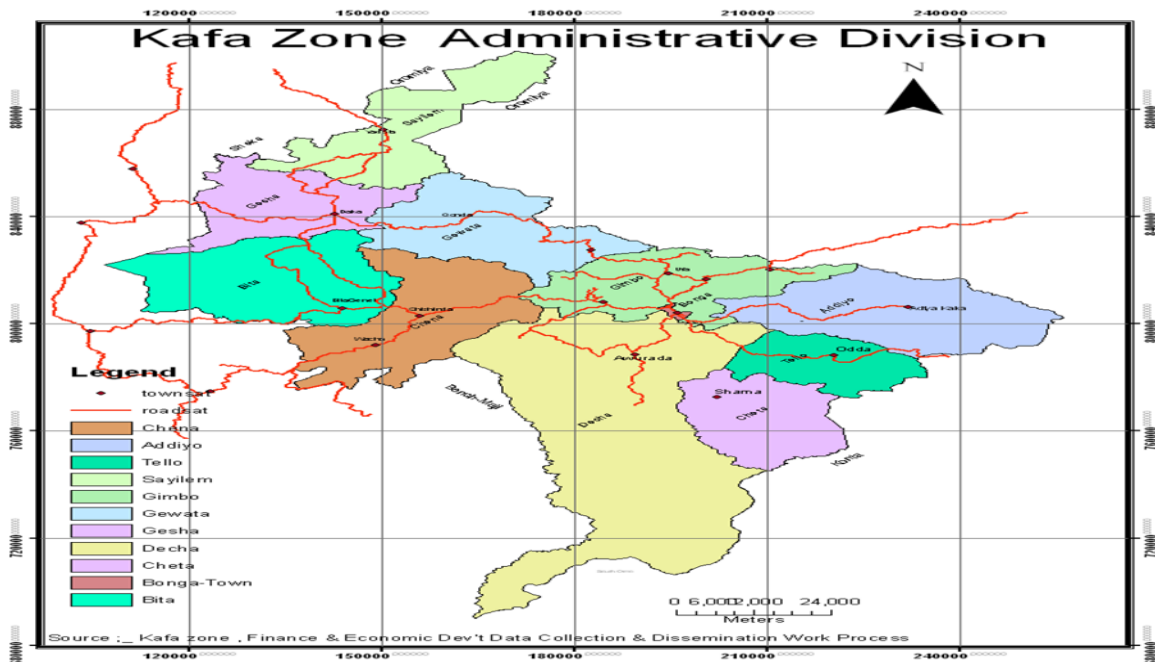


Figure 2: Map of the Kaffa Zone

3.2. Design of the study

The purpose of the study was to examine the effect of HRM practices and worker's job satisfaction in Kaffa Zone Youth and Sport Offices. Because of the nature of the study, both descriptive and explanatory research designs were used. According to Kothari (2004), explanatory design examines the cause and effect relationship between the dependent variable(s) and independent variables. Hence, this study examined the cause and effect relationship between HRM practices, and worker's job satisfaction. In addition, descriptive study design was used to investigate the current extent of HRM practices and the level of employees' job satisfaction.

In order to conduct this study quantitative research approaches was used. According to Creswell (2005), quantitative research is a type of research in which the researcher decides what to study, asks specific narrow questions, collects numeric (numbered) data from participants and analyzes these numbers using statistics, and conducts the inquiry in an unbiased objective manner. To achieve the aforementioned objectives, the study adopted a quantitative research approach as the methodology to provide a quantifiable statistical analysis of the responses to the study.

3.3. Population

The populations of the study were managers and employees in Kaffa Zone Youth and Sport Office which include ten (10) Weredas, one city administration and one zonal office. There were 162 employees and managers in the organization.

3.4. Sampling Technique and size

Kaffa Zone has 10 Weredas and one city Administration. Under each Weredas there is one Youth and Sport office. In addition, there are two Sport and Youth offices at city Administration and Zonal level. The total population who were included under this study is presented in the following table.

Table 1: Study Population

No	Woreda	Population		Samples taken
		Male	Female	
1	Zonal office	24	4	28
2	Bonga City administration	8	2	10
3	Adiyo wereda	7	1	8
4	Bitu wereda	9	1	10
5	Chena wereda	11	4	15
6	Chetta wereda	10	1	11
7	Decha wereda	13	0	13
8	Gimbo wereda	20	1	21
9	Gewata wereda	11	1	12
10	Gesha wereda	8	0	8
11	Tello wereda	14	2	16
12	Sayelem wereda	8	2	10
Total		143	19	162

In order to collect necessary data and to reach in to a strong as well as valid conclusion, all of the managers and employees were taken as respondents of the study. This means the entire subject was taken as sample size in this study. Therefore, the researcher implemented census sampling technique which can allow collecting data from all population of the study.

3.5. Source of Data

In this study, the researcher was used both primary and secondary data sources. Primary data was collected from all managers and employees of the Kaffa Zone Youth and Sport Offices using questionnaire.

As far as secondary data is concerned, relevant data were collected from organizational websites, bulletins, and publications by other researchers, and additional available literatures sources were reviewed.

3.6. Methods of data collection

3.6.1. Questionnaire

In this study, data was collected from managers and employees of Kaffa Zone Youth and Sport Office through questionnaire. The questionnaire included three sections. Section 1 was about demographic data of the respondents such as gender, age, educational background, and marital status. Section two was about HRM practices. The questionnaire of section two used 5 point

Lickert scale (Strongly disagree to strongly agree). Section three was about job satisfaction with 5 point Lickert scale (Highly dissatisfied to highly satisfy).

After developing the questionnaire, the researcher conducted pilot study (20 employees and managers randomly selected) aiming to check the reliability and validity of the questionnaire (see separate section below). Then, appropriate correction was made by the researcher before the questionnaire was used in the final survey.

3.7. Validity and Reliability

3.7.1. Validity

The validity of this study has been ascertained via different methods or techniques corresponding to whether the validity is internal, external, and construct. Internal validity of the study tied to achieve by demonstrating that the independent variables are directly responsible for the effect of the dependent variable (job satisfaction). This cause and effect relationship between the independent and dependent variables are discussed in the model specification part of this chapter.

The quality of the study also depends on its external validity in some extent. Through the accurate representation of the population by the sample, external validity of the study was achieved. As the design of the study pointed out the whole population was taken as a sample. Additionally, qualities of the study realized using data collection instrument. Extract of primary data using questionnaires was important method to attain the validity of the study.

Using primary data in the study could improve the validity (external) of the research paper. First-hand information obtained from the whole target population taken as a sample would yield data that was valid for the entire target population.

Besides internal and external validity, construct validity plays important role in the quality of the study by creating similarity between the concept of the study and its findings. This attained through a clear operational definition of the independent variables of the study. Independent variables of the study were briefly stated in the subsequent two sections of this chapter besides the discussions of the empirical review. It also attempted to attain by collecting data which demonstrates that the empirical representation of the independent variables produces the expected outcome. This is also described in the literature review of the study in relation to empirical studies.

3.7.2. Reliability

The quality of the findings of the study accomplished when the reliability of the study achieved corresponding to its validity. The reliability of this study reached its highest level by determining whether the participants felt that they were accurate. This was realized through brief, clear and concise preparation of questions in the questionnaire. Additionally, questionnaires were translated to Amharic which is an official language of Ethiopia, in order to make the respondents comfortable in understanding the essence of the questionnaire. In relation to the translation and evaluation, two language scholars from English department were communicated.

Reverse questions were employed in the questionnaire so that the accuracy of the respondents enhanced. Peer debriefing was another method used to enhance the accuracy of the questionnaire as well as the results of this study. Finally, Cronbach's Alpha test (Nunnally, 1998) was determined and the values was greater than 0.7. Hence, the validity and reliability of this study was ascertained.

Table 2: Cronbach's Alpha

No	Variables	Number of items	Alpha value
1	Recruitment & selection	7	0.810
2	Compensation	6	0.829
3	Training & development	6	0.899
4	Performance Appraisal	7	0.759
5	Job satisfaction	8	0.911

Source: Survey Questionnaire, 2018

3.8. Method of Data Analysis

In order to analyze the collected data, the study used quantitative approach to analyze data collected through questionnaires.

As quantitative approaches, this study used descriptive and inferential statistics. Descriptive method of data analysis used to assess the existing level of job satisfaction of employees in Kaffa Zone Youth and Sport Office. Hence, the study utilized frequency, percentage, mean and standard deviation used as descriptive techniques. Moreover, the study applied inferential statistics to examine the relationship between HRM practices and job satisfaction. To do so, the study used Pearson correlation moment and multiple regression analysis to determine the cause-effect relationship between independent variable (HRM practices) and dependent variables (job satisfaction).

3.9. Model specification

As discussed in the conceptual model, this study had four independent variables which affect the dependent variable. The relationships between the independent variables and the dependent variable are discussed below.

To determine the relationship between the variables, multiple linear regression models was formulated and discussed below.

In the multiple linear regressions formula applied was;

$$Y_i = \beta_0 + \beta_i X_i + e_i$$

This formula indicates Y as the dependent variable –job satisfaction and X_i includes the independent variables (four HRM practices) of this study.

In this formula β_0 is a constant representing the baseline value of the transformed cumulative probability and β_i represents the effect of the covariates on the transformed cumulative probabilities. Thus, in this study, $E(Y_i|X_i)$ gives the probability of the job satisfaction due to determinants X_i (Gujarati, 2004).

The justification of the above model can be seen as follows: Assuming $E(e_i) = 0$, as usual (to obtain unbiased estimators), we obtain

$$E(Y_i|X_i) = \beta_0 + \beta_i X_i \quad \text{or } P(\text{JS}) = \beta_0 + \beta_1 \text{RS} + \beta_3 \text{C} + \beta_4 \text{TD} + \beta_5 \text{PA}$$

Where,

$P(\text{JS})$ = the dependent variable –Job Satisfaction

X_i = independent variables (Recruitment and Selection = RS; Compensation = C; Training and Development = TD; Performance Appraisal = PA)

3.10. Ethical consideration

The researcher maintained scientific objectivity throughout the study, recognizing the limitations of his competence. Very one who participated in this study was entitled to the right of privacy and dignity of treatment. Moreover, there is no any tendency of affecting them negatively related to their involvement in this study. The response provided was kept confidential and employed solely for accomplishment of the study. In addition, all sources drawn for the study was properly acknowledged.

Chapter Four

4. Results and Discussion

4.1. Introduction

This chapter was organized in terms of the three specific objectives sought so far which includes extent of HRM practices, level of employees' job satisfaction and the effect of human resource management practices on employee job satisfaction in Youth and Sport Office, Kaffa Zone. To achieve the first two objectives, extent of HRM practices and level of employees' job satisfaction, the study used descriptive analysis using frequency, percentage, mean, and standard deviation. To achieve the third objective, the effect of human resource management practices on employee job satisfaction, the study used correlation and multiple linear regression analysis.

In addition, this chapter also presents response rate, and demographic profile of respondents.

4.2. Response rate

The table below shows the response rate of questionnaire distributed to respondents of this study.

Table 3: Response rate

	Distributed	Returned	Response rate (%)
Questionnaire	162	143	88.27

Source: Own computation, 2018

As shown in the above table, a total of 162 Questionnaires were distributed and 143 returned with complete response. This shows that 88.27 % response rate. Analysis of the non response shows it does not materially bias the sample. Considering the lack of awareness or poor practices related to responding questionnaires in developing countries such as Ethiopia, 88.27 % rate was reasonably good.

4.3. Demographic profile of respondents

The questionnaire requested a limited number of information related to personal and professional characteristics of respondents. Accordingly, the following tables and figure presents about the respondents were summarized and described in table 4. The information includes about: age, sex, and the highest educational level achieved.

Table 4: Demographic profile of respondents

Variable	Characteristics	Frequency	Percentage
Gender	Male	124	86.7
	Female	19	13.3
	Total	143	100
Age	20-30	70	49.0
	31-40	47	32.9
	41-50	20	14
	51 and above	6	4.2
	Total	143	100
Education	Certificate	16	11.2
	Diploma	42	29.4
	Degree	84	58.7
	Master and above	1	0.7
	Total	143	100
Marital status	Unmarried	113	79
	Married	29	20.3
	Divorced	1	0.7
	Total	143	100

Source: Survey Questionnaire, 2018

About 86.7% of the respondents were male and the remaining 13.3% of the respondents were Female. Gender wise the majority of the employees were males.

As data presented in the table above, the majority of the respondents 70(49%) were in 20-30 years age range while 47 (32.9 %) indicated their age were in the 31-40 age range. Whereas 14% indicate their age was in the 41-50 years age range. On the other hand, only 6(4.2%) respondents reported 51 and above age range. From this it is possible to infer that the majority of employees were young.

On the basis of educational qualification, out of the total respondents first degree holders about for 84(58.7%) where as 29.4% and 11.2% of the respondents were college diploma holders and certificate, respectively. Only 1(0.7%) of respondents were masters and above. Therefore, it can be concluded that the majority of the employees are first degree holders.

As data presented in the table above, related to the marital status of the total respondents (79%) were unmarried whereas, (20.3%) are married. (0.7%) are divorced. This indicates that majority of the respondents are unmarried.

4.4. Current status of HRM practices

As highlighted above, the first objective of this study was to assess the current status of HRM practice in Youth and Sport Office, Kaffa Zone. Hence, descriptive method of data analysis was

used like frequency, percentage, mean and standard deviation. The results of descriptive analysis are presented as follows.

4.4.1. Recruitment and Selection

As one of the human resource management practice, current extent of recruitment and selection practice is assessed using descriptive analysis. The table and figure below shows current level of practice in terms of recruitment and selection in Kaffa Zone Youth and Sport Office.

Table 5: Recruitment and Selection

Item	Scale	Count	Percent
Appointments are based on merit	Strongly Disagree	47	32.9
	Disagree	15	10.5
	Neutral	12	8.4
	Agree	61	42.7
	Strongly Agree	8	5.6
	Total	143	100
Applicants are fully informed about the qualifications required to perform the job before being hired	Strongly disagree	53	37
	Disagree	34	24
	Neutral	21	15
	Agree	29	20
	Strongly Agree	6	4
	Total	143	100
The selection system followed is highly scientific and rigorous	Strongly Disagree	57	39.9
	Disagree	35	24.5
	Neutral	12	8.4
	Agree	35	24.5
	Strongly Agree	4	2.8
	Total	143	100
There is formal induction, orientation and familiarization process designed to help new recruits	Strongly Disagree	19	13.3
	Disagree	19	13.3
	Neutral	13	9.1
	Agree	72	50.3
	Strongly Agree	20	14.0
	Total	143	100
Line managers and HR managers participate in the selection process	Strongly Disagree	8	5.6
	Disagree	32	22.4
	Neutral	14	9.8
	Agree	51	35.7
	Strongly Agree	38	26.6
	Total	143	100
Selection system selects those having the desired knowledge, skills and attitude	Strongly Disagree	18	12.6
	Disagree	29	20.3
	Neutral	22	15.4
	Agree	61	42.7
	Strongly Agree	13	9.1
	Total	143	100

Vacancies are filled from qualified employees internally	Strongly Disagree	71	50
	Disagree	21	15
	Neutral	8	5
	Agree	31	22
	Strongly Agree	12	8
	Total	143	100

Source: Survey Questionnaire, 2018

1. Appointments are based on merit

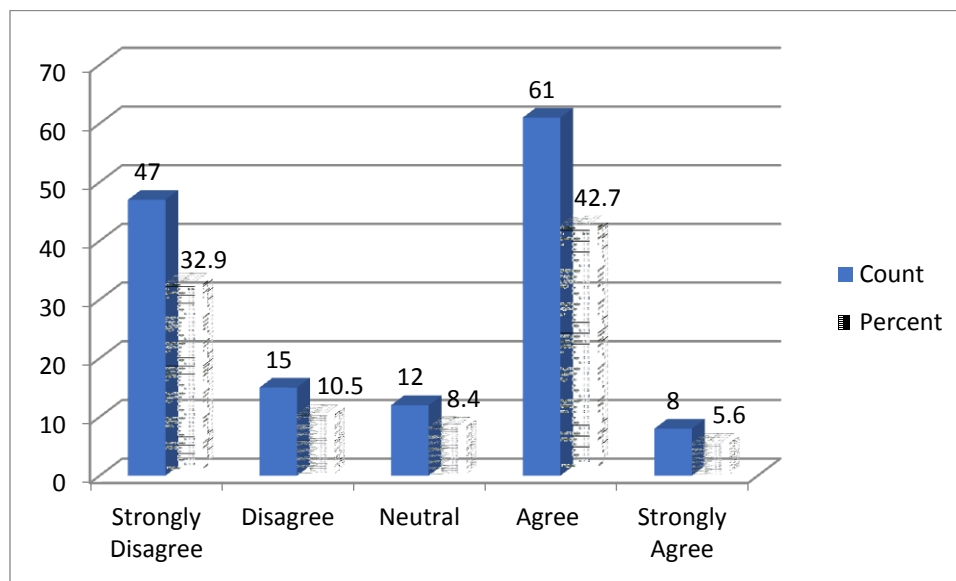


Figure 3: Appointments are based on merit

The above figure shows that, among the respondents 47(32.9%) replied that they strongly disagree that appointments are based on merit while 15(10.5%) of them said that they only disagree. Meanwhile, among the respondents, 61(42.7%) of them indicated that they agree and 8(5.6%) strongly agree that appointments are based on merit while 12(8.4%) remained neutral. Therefore, it can be concluded that majority of the employees agree that the organization makes merit based appointment for employees.

2. Applicants are fully informed about the qualifications required to perform the job before being hired

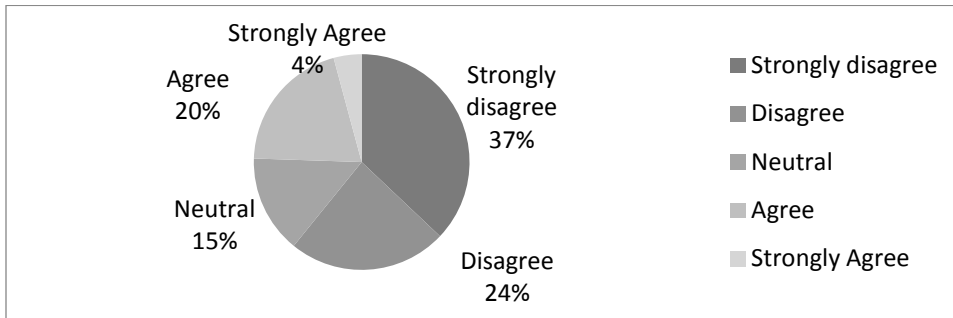


Figure 4: Applicants are fully informed about the qualifications required to perform the job before being hired

In addition, respondents were asked whether the applicants are fully informed about the qualifications required to perform the job before being hired. In response, 53(37%) and 34(24%) of the respondents said that they strongly disagree and disagree there were the applicants are fully informed about the qualifications required to perform the job before being hired. while 21(15%) of them indicated that they are indifferent (neutral). Added to this 29(20%) and 6(4%) of the respondents said that they agree and strongly agree that an applicant is fully informed about the qualifications required to perform the job before being hired, respectively. Therefore, it can be concluded that majority of the employees disagree that the applicants are fully informed about the qualifications required to perform the job before being hired.

3. The selection system followed is highly scientific and rigorous

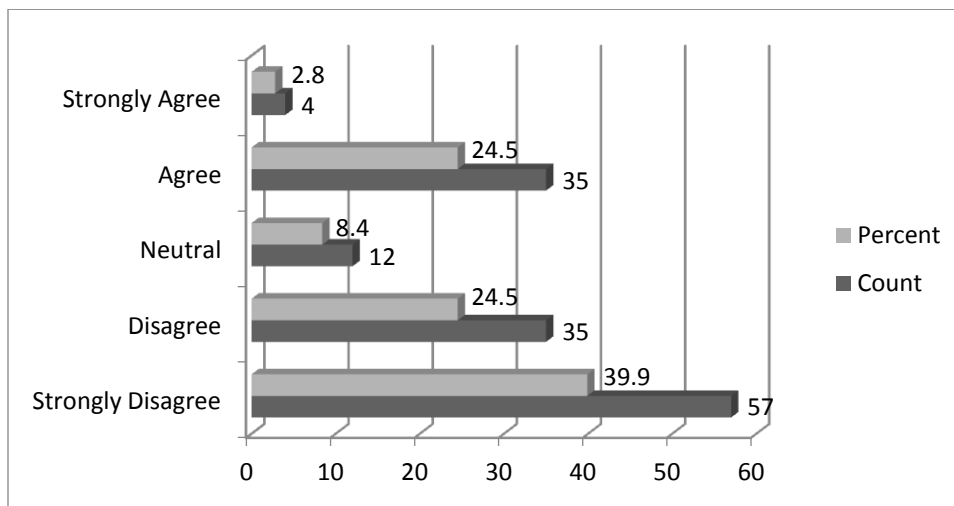


Figure 5: The selection system followed is highly scientific and rigorous

The third item in the above figure there was about whether the selection system followed is highly scientific and rigorous. Out of the total respondents, 57(39.9%) and 35(24.5%) replied that they strongly disagree and disagree, respectively, that the selection system followed is highly scientific and rigorous while 12(8.4%) of them indicated that they are indifferent (neutral). Adding to this, 35(24.5%) of the respondents indicated that they agree that the selection system followed is highly scientific and rigorous while only 4(2.8%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree that the selection system followed was highly scientific and rigorous.

4. There is formal induction, orientation and familiarization process designed to help new recruits

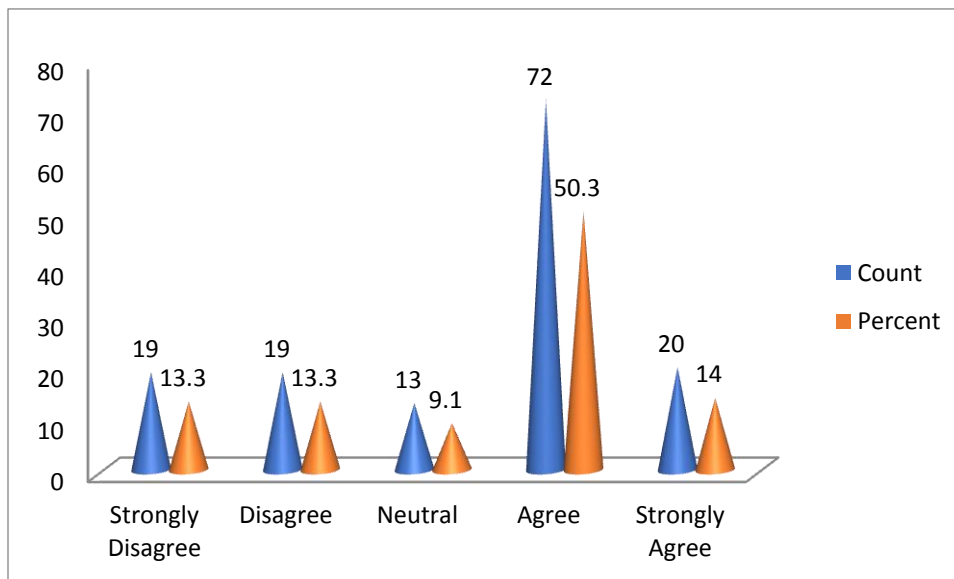


Figure 6: There is formal induction, orientation and familiarization process designed to help new recruits

The fourth item in the above figure was about the existence of formal induction, orientation and familiarization process designed to help new recruits. Out of the total respondents, 19(13.3%) and 19(13.3%) replied that they strongly disagree and disagree, respectively, there was, there is formal induction, orientation and familiarization process designed to help new recruits while 13(9.1%) of them indicated that they are indifferent (neutral). Adding to this, 72(50.3%) of the respondents indicated that they agree that there is formal induction, orientation and familiarization process designed to help new recruits while only 20(14.0%) said they strongly agree. Therefore, it can be concluded that majority of the employees agree that there is formal induction, orientation and familiarization process designed to help new recruits.

5. Line managers and HR managers participate in the selection process

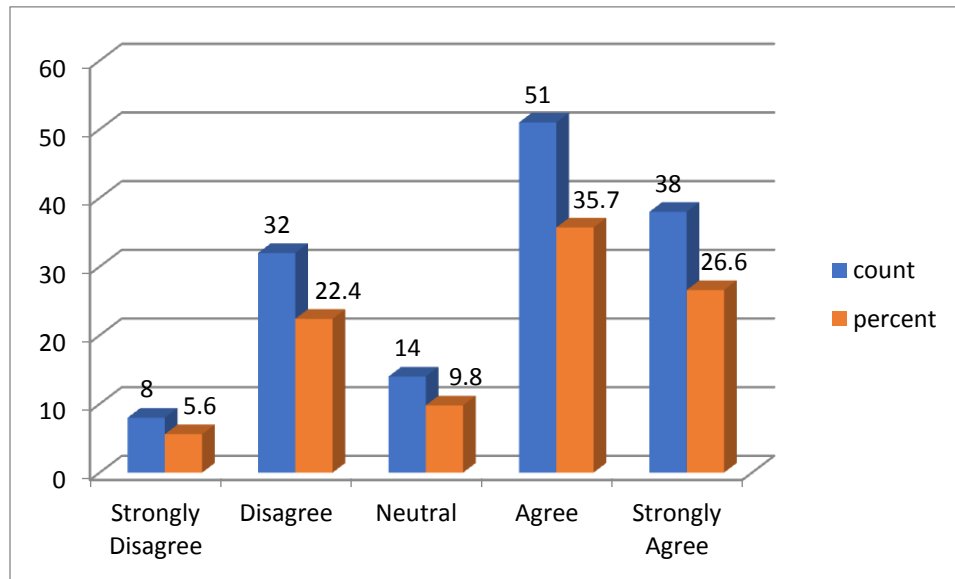


Figure 7: Line managers and HR managers participate in the selection process

The fifth item in the above figure was about whether line managers and HR managers participate in the selection process. Out of the total respondents, 8(5.6%) and 32(22.4%) replied that they strongly disagree and disagree, respectively, there was, line managers and HR managers participate in the selection process while 14(9.8%) of them indicated that they are indifferent (neutral). Adding to this, 51(35.7%) of the respondents indicated that they agree that line managers and HR managers participate in the selection process while only 38(26.6%) said they strongly agree. Therefore, it can be concluded that majority of the employees agree that line managers and HR managers participate in the selection process.

6. Selection system selects those having the desired knowledge, skills and attitude

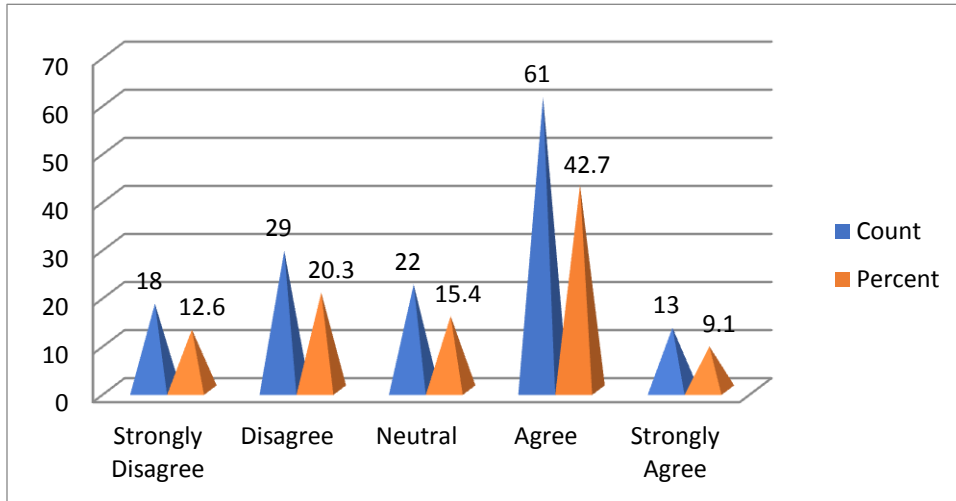


Figure 8: Selection system selects those having the desired knowledge, skills and attitude

The sixth item in the above figure was about selection system selects those having the desired knowledge, skills and attitude. Out of the total respondents, 18(12.6%) and 29(20.3%) replied that they strongly disagree and disagree, respectively, there was, selection system selects those having the desired knowledge, skills and attitude while 22(15.4%) of them indicated that they are indifferent (neutral). Adding to this, 61(42.7%) of the respondents indicated that they agree that selection system selects those having the desired knowledge, skills and attitude while only 13(9.1%) said they strongly agree. Therefore, it can be concluded that majority of the employees agree that selection system helps to selects those having the desired knowledge, skills and attitude.

7. Vacancies are filled from qualified employees internally

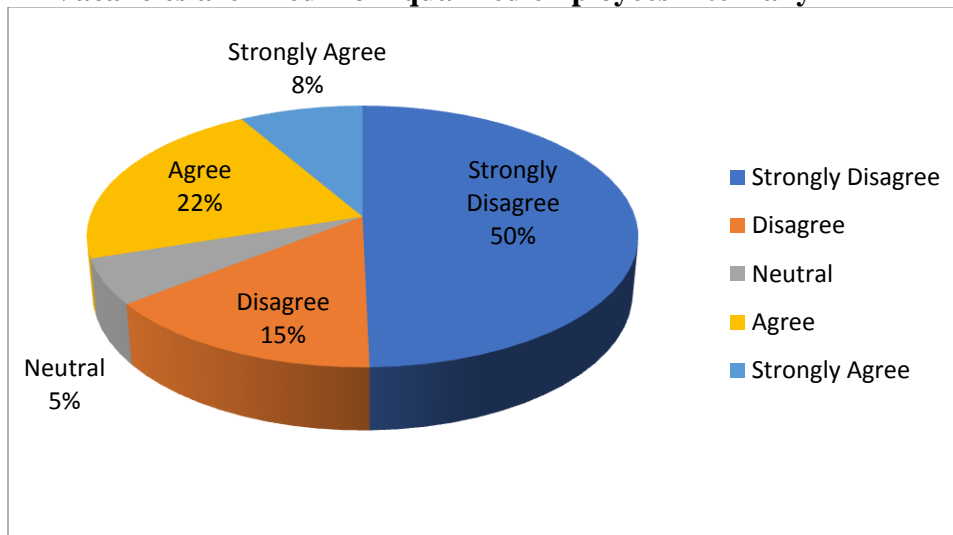


Figure 9: Vacancies are filled from qualified employees internally

The last item in the above figure was about whether vacancies are filled from qualified employees internally. Out of the total respondents, 71(50%) and 21(15%) replied that they strongly disagree and disagree, respectively, while 8(5%) of them indicated that they are indifferent (neutral). Adding to this, 31(22%) of the respondents indicated that they agree that the while only 12(8%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree that vacancies are filled from qualified employees internally.

Generally, the researcher concluded that Kaffa Zone Youth and Sport office practiced recruitment and selection activities in a good manner. Specifically, well practiced activities includes the selection system followed was highly scientific and rigorous formal induction, orientation and familiarization process designed to help new recruits, and line managers and HR managers participate in the selection process. However, some more activities are performed in poor manner including merit based appointment for employees; vacancies are filled from qualified employees internally;; and the applicants are fully informed about the qualifications required to perform the job before being hired.

4.4.2. Compensation

Compensation was one of the four human resource practices considered in this study. Using descriptive analysis, the study assessed the current extent of compensation practices by Kaffa Zone Youth and Sport Office. The results and discussion is presented as follows.

Table 6: Compensation practice

Item	Scale	Count	Percent
Pay improves performance	Strongly Disagree	49	34.3
	Disagree	43	30.1
	Neutral	8	5.6
	Agree	35	24.5
	Strongly Agree	8	5.6
	Total	143	100
Employees are rewarded based on performance	Strongly disagree	36	25
	Disagree	42	30
	Neutral	16	11
	Agree	33	23
	Strongly Agree	16	11
	Total	143	100
Compensation packages encourage employees to achieve organization's objectives	Strongly Disagree	53	37.1
	Disagree	30	21.0
	Neutral	16	11.2
	Agree	37	25.9
	Strongly Agree	7	4.9

	Total	143	100
Employees are recognized and rewarded appropriately in this organization	Strongly Disagree	25	18
	Disagree	38	27
	Neutral	12	8
	Agree	59	41
	Strongly Agree	9	6
	Total	143	100
Profit sharing/bonuses are used as a mechanism to reward higher performance.	Strongly Disagree	64	44.8
	Disagree	33	23.1
	Neutral	18	12.6
	Agree	23	16.1
	Strongly Agree	5	3.5
	Total	143	100
Compensation and incentives systems are clear and specific to the employee	Strongly Disagree	57	39.9
	Disagree	40	28.0
	Neutral	15	10.5
	Agree	25	17.5
	Strongly Agree	6	4.2
	Total	143	100

Source: Survey Questionnaire, 2018

1. Pay improves performance

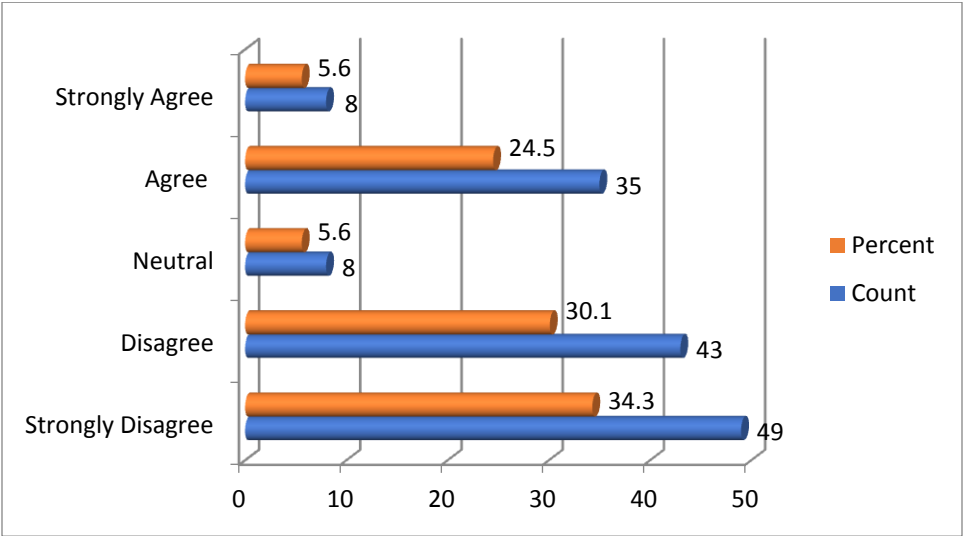


Figure 10: Pay improves performance

The above figure shows that, among the respondents 49(34.3%) replied that they strongly disagree that pay improves performance while 43(30.1%) of them said that they only disagree. Meanwhile, among the respondents 35(24.5%) of them indicated that they agree and 8(5.6%) strongly agree that pay improves performance while 8(5.6%) remained neutral. Therefore, it can be concluded that majority of the employees disagree that the organization makes pay improves performance.

2. Employees are rewarded based on performance

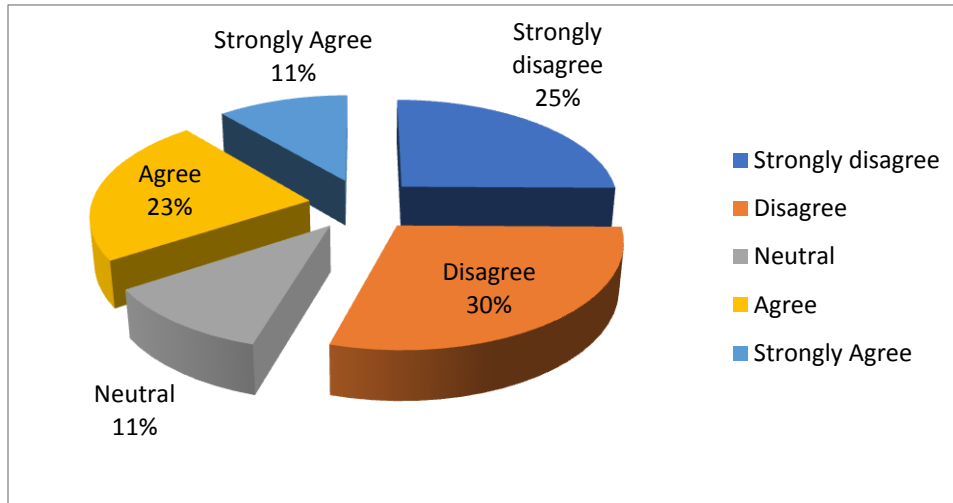


Figure 11: Employees are rewarded based on performance

In addition, respondents were asked whether the employees are rewarded based on performance. In response, 36(25%) and 42(30%) of the respondents said that they strongly disagree and disagree there were the employees are rewarded based on performance. while 16(11%) of them indicated that they are indifferent (neutral). Added to this 33(23%) and 16(11%) of the respondents said that they agree and strongly agree that employees are rewarded based on performance, respectively. Therefore, it can be concluded that majority of the employees disagree that the employees are rewarded based on performance.

3. Compensation packages encourage employees to achieve organization's objectives

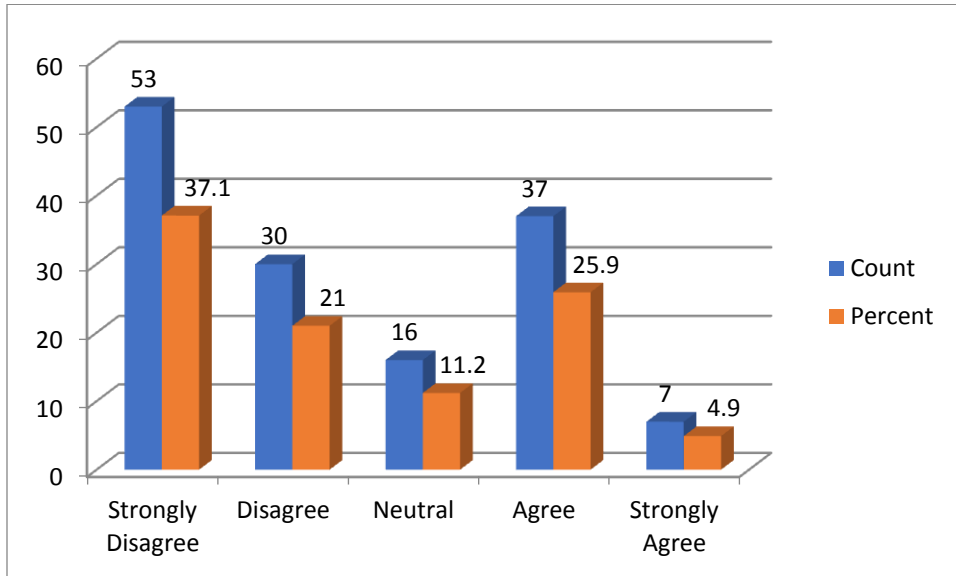


Figure 12: Compensation packages encourage employees to achieve organization's objectives

The third item in the above figure there was compensation packages encourage employees to achieve organizations objectives. Out of the total respondents, 53(37.1%) and 30(21.0%) replied that they strongly disagree and disagree, respectively, that compensation packages encourage employees to achieve organizations objectives while 16(11.2%) of them indicated that they are indifferent (neutral). Adding to this, 37(25.9%) of the respondents indicated that they agree that there was compensation packages encourage employees to achieve organizations objectives while only 7(4.9%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree that compensation packages encourage employees to achieve organizations objectives.

4. Employees are recognized and rewarded appropriately in this organization

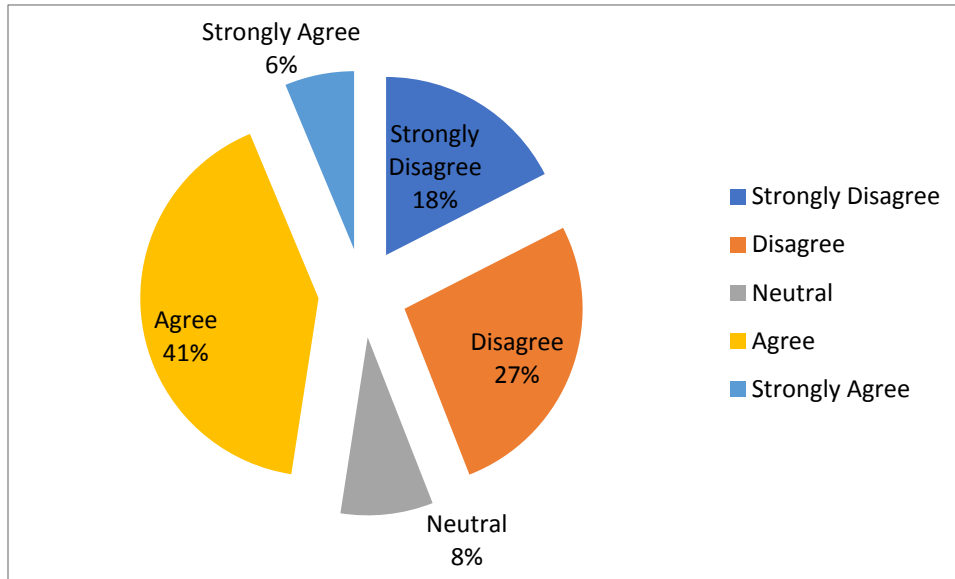


Figure 13: Employees are recognized and rewarded appropriately in this organization

The fourth item in the above figure there was whether employees are recognized and rewarded appropriately in the organization. Out of the total respondents, 25(18%) and 38(27%) replied that they strongly disagree and disagree, respectively, that employees are recognized and rewarded appropriately in the organization while 12(8%) of them indicated that they are indifferent (neutral). Adding to this, 59(41%) of the respondents indicated that they agree that there was employees are recognized and rewarded appropriately in this organization. while only 9(6%) said they strongly agree. Therefore, it can be concluded that majority of the employees agree that they are recognized and rewarded appropriately in the organization.

5. Profit sharing/bonuses are used as a mechanism to reward higher performance

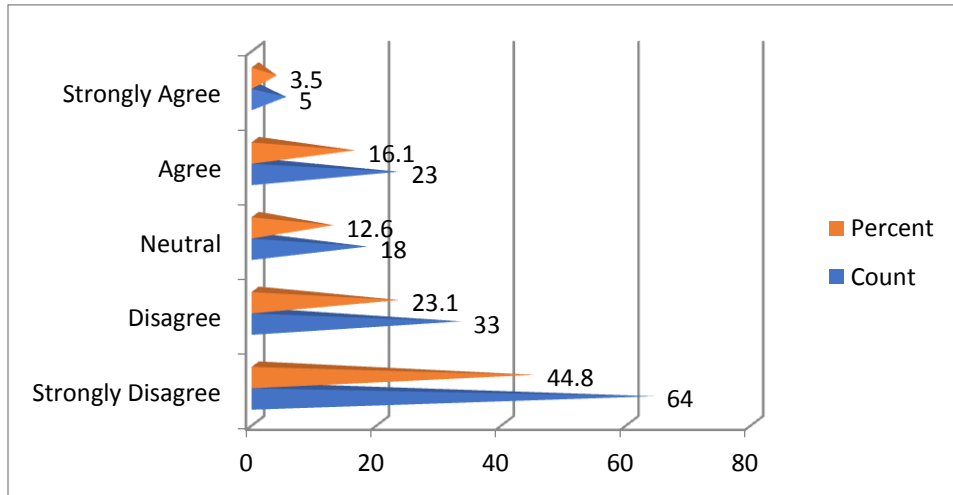


Figure 14: Profit sharing/bonuses are used as a mechanism to reward higher performance

The fifth item in the above figure there was, profit sharing/bonuses are used as a mechanism to reward higher performance. Out of the total respondents, 64(44.8%) and 33(23.1%) replied that they strongly disagree and disagree, respectively, there was, profit sharing/bonuses are used as a mechanism to reward higher performance. while 18(12.6%) of them indicated that they are indifferent (neutral). Adding to this, 23(16.1%) of the respondents indicated that they agree that there was profit sharing/bonuses are used as a mechanism to reward higher performance while only 5(3.5%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree that profit sharing/bonuses are used as a mechanism to reward higher performance.

6. Compensation and incentives systems are clear and specific to the employee

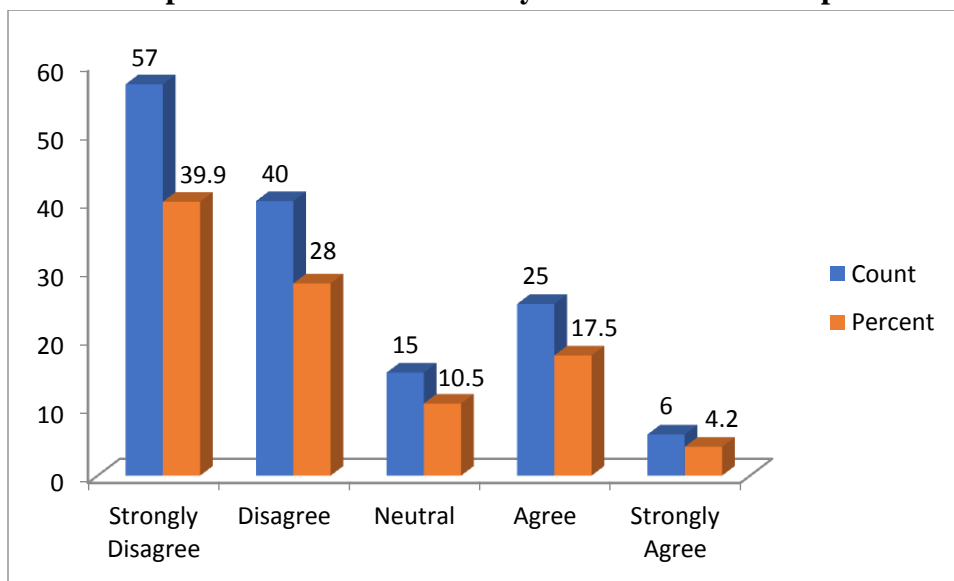


Figure 15: Compensation and incentives systems are clear and specific to the employee

The last item in the above figure about compensation and incentives systems that is clear and specific to the employees. Out of the total respondents, 57(39.9%) and 40(28.0%) replied that they strongly disagree and disagree, respectively, while 15(10.5%) of them indicated that they are indifferent (neutral). Adding to this, 25(17.5%) of the respondents indicated that they agree that the while only 6(4.2%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree that compensation and incentives systems are clear and specific to the employees.

Generally, it can be inferred that majority of employees believe that the office was not performing compensation practices well such as compensation and incentives systems are clear and specific to the employees, profit sharing/bonuses are used as a mechanism to reward higher

performance, compensation packages encourage employees to achieve organizations objectives., and the employees are rewarded based on performance.

4.4.3. Training and Development

The study sought to assess the current level of training and development practice by using descriptive analysis and included six items. The table and figure below shows the result and analysis.

Table 7: Training and Development

Item	Scale	Count	Percent
Training needs are discussed with employees	Strongly Disagree	48	33
	Disagree	41	29
	Neutral	14	10
	Agree	36	25
	Strongly Agree	4	3
Total		143	100
There is a training strategy and coherent training program	Strongly disagree	35	24.5
	Disagree	56	39.2
	Neutral	19	13.3
	Agree	30	21.0
	Strongly Agree	3	2.1
Total		143	100
Training incorporates the interests of the organization as well as the individual	Strongly Disagree	33	23.1
	Disagree	58	40.6
	Neutral	14	9.8
	Agree	34	23.8
	Strongly Agree	4	2.8
Total		143	100
Training needs identified are realistic, useful and based on the business strategy of the organization	Strongly Disagree	35	24.5
	Disagree	50	35.0
	Neutral	16	11.2
	Agree	36	25.2
	Strongly Agree	6	4.2
Total		143	100
Every employee goes through various training program every year	Strongly Disagree	41	28.7
	Disagree	48	33.6
	Neutral	19	13.3
	Agree	30	21.0
	Strongly Agree	5	3.5
Total		143	100
There is a budget dedicated to	Strongly Disagree	60	42.0

training and development every year	Disagree	44	30.8
	Neutral	11	7.7
	Agree	26	18.2
	Strongly Agree	2	1.4
Total		143	100

Source: Survey Questionnaire, 2018

1. Training needs are discussed with employees

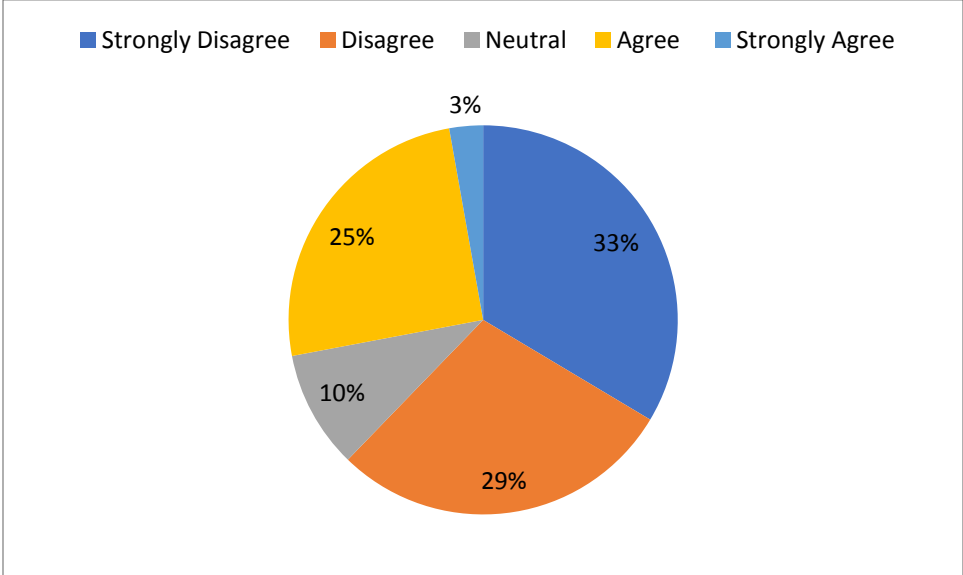


Figure 16: Training needs are discussed with employees

The above figure shows that, among the respondents 48(33%) replied that they strongly disagree that training needs are discussed with employees while 41(29%) of them said that they only disagree. Meanwhile, among the respondents 36(25%) of them indicated that they agree and 4(3%) strongly agree that there were training needs are discussed with employees while 14(10%) remained neutral. Therefore, it can be concluded that majority of the employees disagree that the organization discussed training needs with employees.

2. There is a training strategy and coherent training program

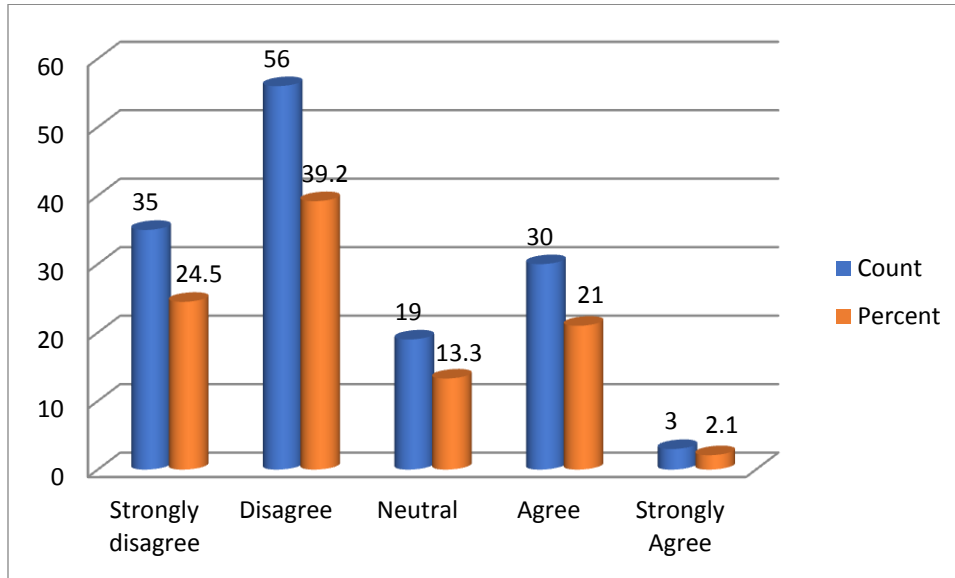


Figure 17: There is a training strategy and coherent training program

In addition, respondents were asked whether there is a training strategy and coherent training program. In response, 35(24.5%) and 56(39.2%) of the respondents said that they strongly disagree and disagree there were there is a training strategy and coherent training program. while 19(13.3%) of them indicated that they are indifferent (neutral). Added to this 30(21.0%) and 3(2.1%) of the respondents said that they agree and strongly agree there is a training strategy and coherent training program, respectively. Therefore, it can be concluded that majority of the employees disagree that there is a training strategy and coherent training program.

3. Training incorporates the interests of the organization as well as the individual

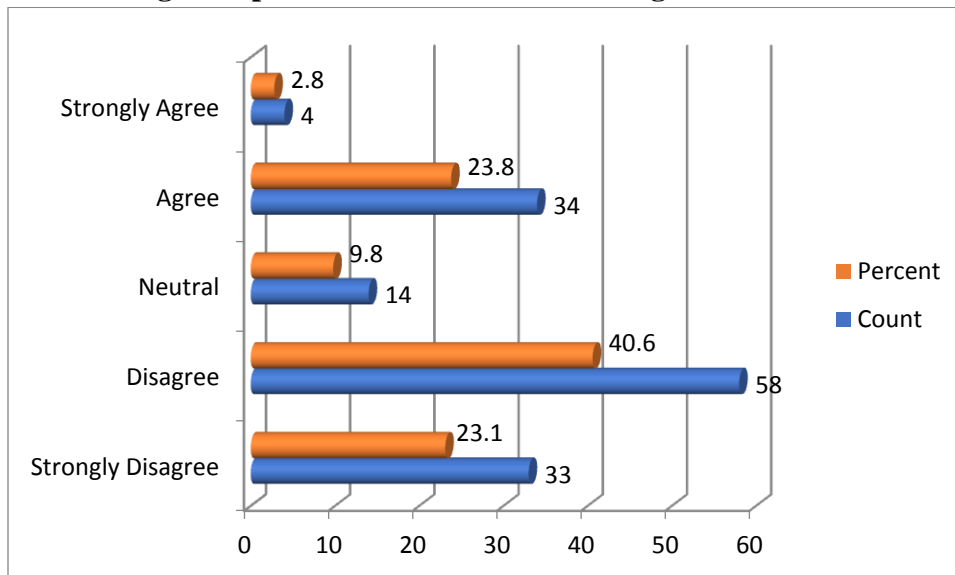


Figure 18: Training incorporates the interests of the organization as well as the individual

The third item in the above figure there was about whether organization training incorporates the interests of the organization as well as the individual. Out of the total respondents, 33(23.1%) and 58(40.6%) replied that they strongly disagree and disagree, respectively that training incorporates the interests of the organization as well as the individual while 14(9.8%) of them indicated that they are indifferent (neutral). Adding to this, 34(23.8%) of the respondents indicated that they agree that training incorporates the interests of the organization as well as the individual while only 4(2.8%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree that training incorporates the interests of the organization as well as the individual.

4. Training needs identified are realistic, useful and based on the business strategy of the organization

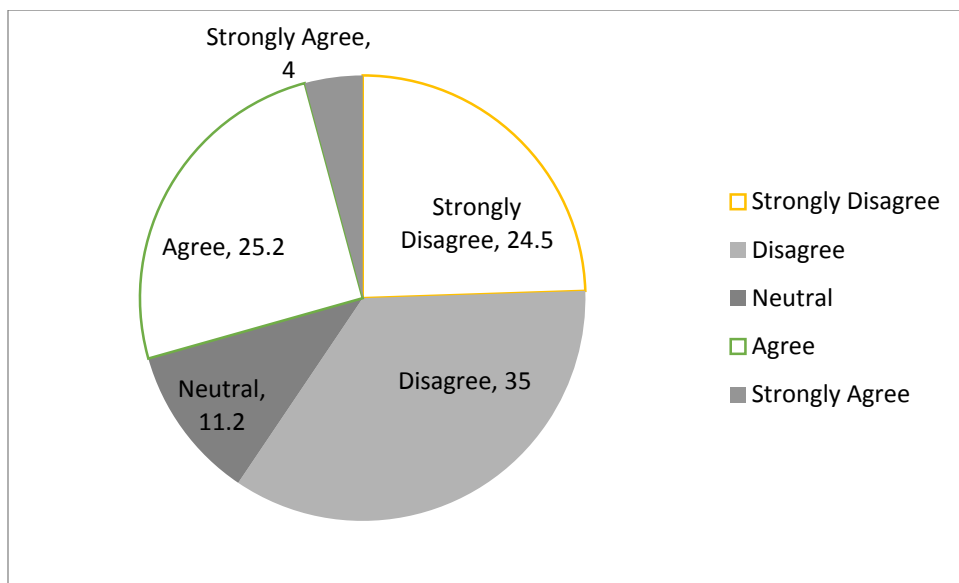


Figure 19: Training needs identified are realistic, useful and based on the business strategy of the organization

The fourth item in the above figure was about whether training needs are identified to be realistic, useful and based on the business strategy of the organization. Out of the total respondents, 35(24.5%) and 50(35.0%) replied that they strongly disagree and disagree, respectively, that training needs identified are realistic, useful and based on the business strategy of the organization. while 16(11.2%) of them indicated that they are indifferent (neutral). Adding to this, 36(25.2%) of the respondents indicated that they agree that there was, training needs identified are realistic, useful and based on the business strategy of the organization while only 6(4%) said they strongly agree. Therefore, it can be concluded that majority of the employees

disagree that training needs identified are realistic, useful and based on the business strategy of the organization.

5. Every employee goes through various training program every year

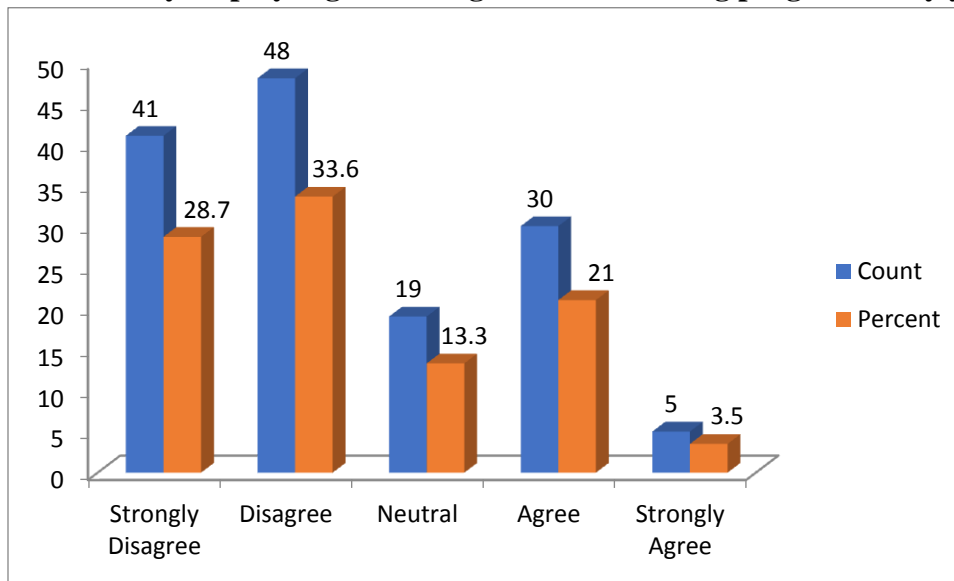


Figure 20: Every employee goes through various training program every year

The fifth item in the above figure was about whether, every employee goes through various training program every year. Out of the total respondents, 41(28.7%) and 48(33.6%) replied that they strongly disagree and disagree, respectively, that every employee goes through various training program every year while 19(13.3%) of them indicated that they are indifferent (neutral). Adding to this, 30(21.0%) of the respondents agree that, every employee goes through various training program every year while only 5(3.5%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree that every employee goes through various training program every year.

6. There is a budget dedicated to training and development every year

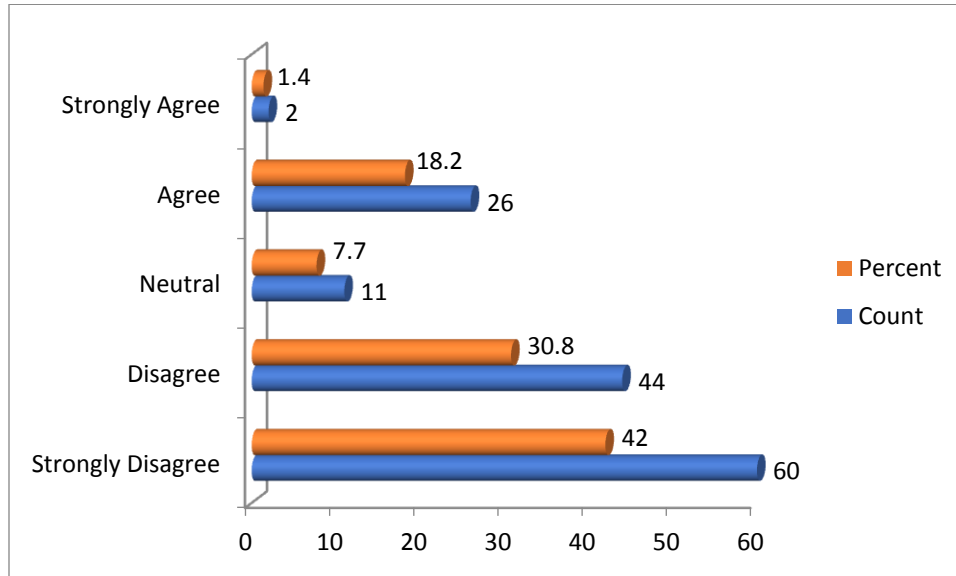


Figure 21: There is a budget dedicated to training and development every year

The last item in the above figure was about availability of budget dedicated to training and development every year. Out of the total respondents, 60(42.0%) and 44(30.8%) replied that they strongly disagree and disagree, respectively, while 11(7.7%) of them indicated that they are indifferent (neutral). Adding to this, 26(18.2%) of the respondents indicated that they agree that the while only 2(1.4%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree on the availability budget dedicated to training and development every year.

Therefore, the researcher concludes that majority of the employees disagree that training & development practices are performed well. Activities include training incorporates the interests of the organization as well as the individual, training needs identified are realistic, useful and based on the business strategy of the organization, employee goes through various training program every year, and budget dedicated to training and development every year.

4.4.4. Performance Appraisal

Performance appraisal was one of the four human resource practices considered in this study. Using descriptive analysis, the study assessed the current extent of compensation practices by Kaffa Zone Youth and Sport Office. The results and discussion is presented as follows.

Table 8: Performance Appraisal

Item	Scale	Count	Percent
Employees are provided performance based feedback and counseling	Strongly Disagree	7	4.9
	Disagree	30	21.0
	Neutral	25	17.5
	Agree	63	44.1
	Strongly Agree	18	12.6
	Total	143	100
The appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge	Strongly disagree	57	39.9
	Disagree	35	24.5
	Neutral	12	8.4
	Agree	35	24.5
	Strongly Agree	4	2.8
	Total	143	100
There are corrective measures for under-performance	Strongly Disagree	53	37
	Disagree	34	24
	Neutral	21	15
	Agree	29	20
	Strongly Agree	6	4
	Total	143	100
Appraisal system is growth and development oriented	Strongly Disagree	19	13.3
	Disagree	27	18.9
	Neutral	31	21.7
	Agree	59	41.3
	Strongly Agree	7	4.9
	Total	143	100
There is a well-defined performance management strategy.	Strongly Disagree	30	21.0
	Disagree	31	21.7
	Neutral	14	9.8
	Agree	49	34.3
	Strongly Agree	19	13.3
	Total	143	100
Retraining, redeployment and employability take precedence over downsizing	Strongly Disagree	35	24.5
	Disagree	18	12.6
	Neutral	15	10.5

	Agree	48	33.6
	Strongly Agree	27	18.9
	Total	143	100
There is regular appraisal for promotion	Strongly Disagree	10	7
	Disagree	15	10
	Neutral	11	8
	Agree	61	43
	Strongly Agree	46	32
	Total	143	100

Source: Survey Questionnaire, 2018

1. Employees are provided performance based feedback and counseling

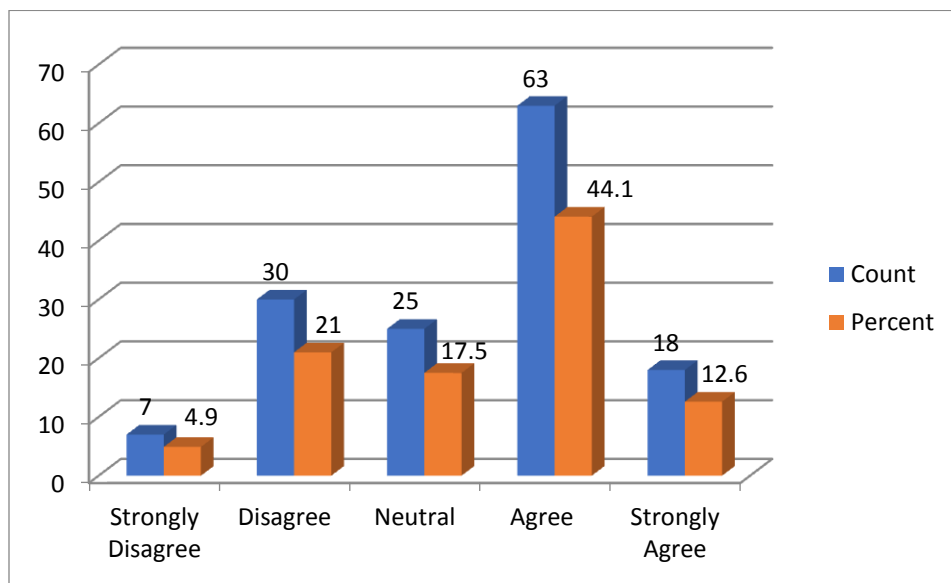


Figure 22: Employees are provided performance based feedback and counseling

The above figure shows that, among the respondents, 7(4.9%) replied that they strongly disagree that the employees are provided performance based feedback and counseling while 30(21%) of them said that they disagree. Meanwhile, among the respondents 63(44.1%) of them indicated that they agree and 18(12.6%) strongly agree that the employees are provided performance based feedback and counseling while 25(17.5%) remained neutral. Therefore, it can be concluded that majority of the employees agree that employees are provided performance based feedback and counseling.

2. The appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge

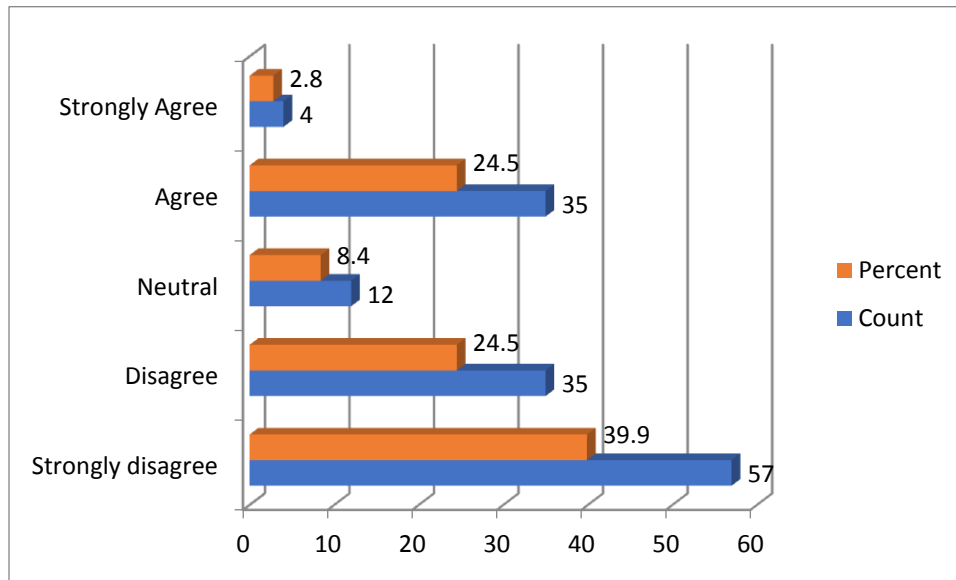


Figure 23: The appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge

In addition, respondents were asked whether the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge. In response, 57(39.9%) and 35(24.5%) of the respondents said that they strongly disagree and disagree that the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge. while 12(8.4%) of them indicated that they are indifferent (neutral). Added to this, 35(24.5%) and 4(2.8%) of the respondents said that they agree and strongly agree the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge, respectively. Therefore, it can be concluded that majority of the employees disagree that the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge.

3. There are corrective measures for under-performance

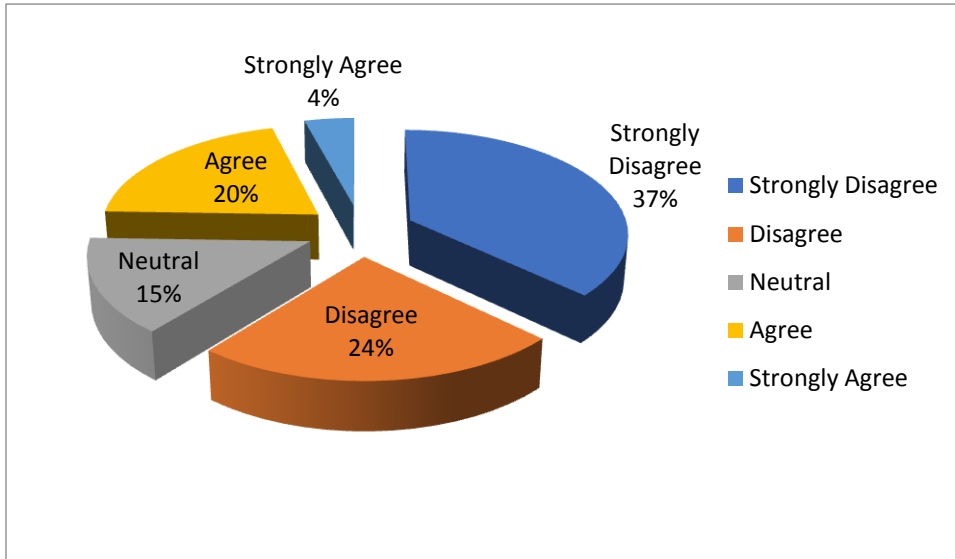


Figure 24: There are corrective measures for under-performance

The third item in the above figure there was about existence of corrective measures for under-performance. Out of the total respondents, 53(37%) and 34(24%) replied that they strongly disagree and disagree, respectively, that are corrective measures are taken for under-performance while 21(15%) of them indicated that they are indifferent (neutral). Adding to this, 29(20%) of the respondents indicated that they agree that, there are corrective measures for under-performance while only 6(4%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree that there are corrective measures for under-performance

4. Appraisal system is growth and development oriented

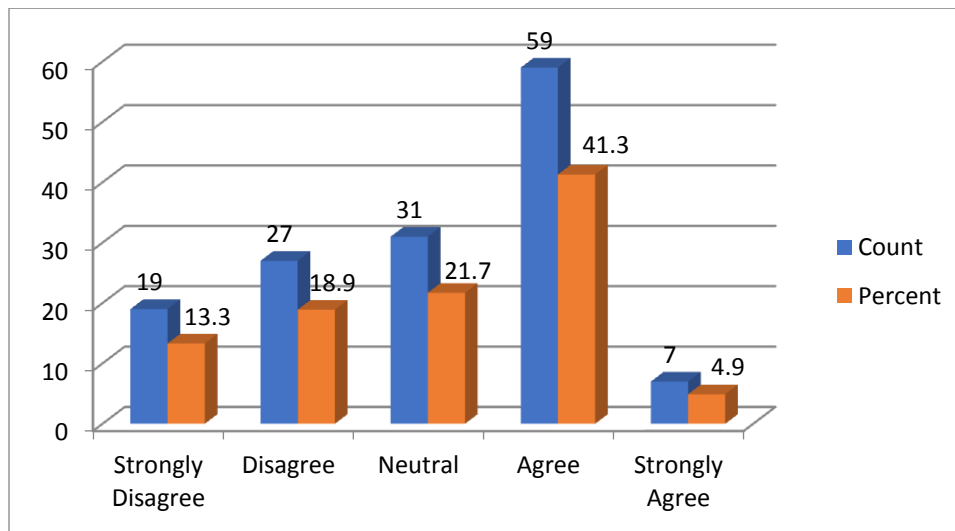


Figure 25: Appraisal system is growth and development oriented

The fourth item in the above figure was about whether appraisal system is growth and development oriented. Out of the total respondents, 19(13.3%) and 27(18.9%) replied that they strongly disagree and disagree, respectively, that appraisal system is growth and development oriented while 31(21.7%) of them indicated that they are indifferent (neutral). Adding to this, 59(41.3%) of the respondents indicated that they agree that appraisal system growth and development oriented while only 7(4.9%) said they strongly agree. Therefore, it can be concluded that majority of the employees agree that appraisal system is growth and development oriented.

5. There is a well-defined performance management strategy

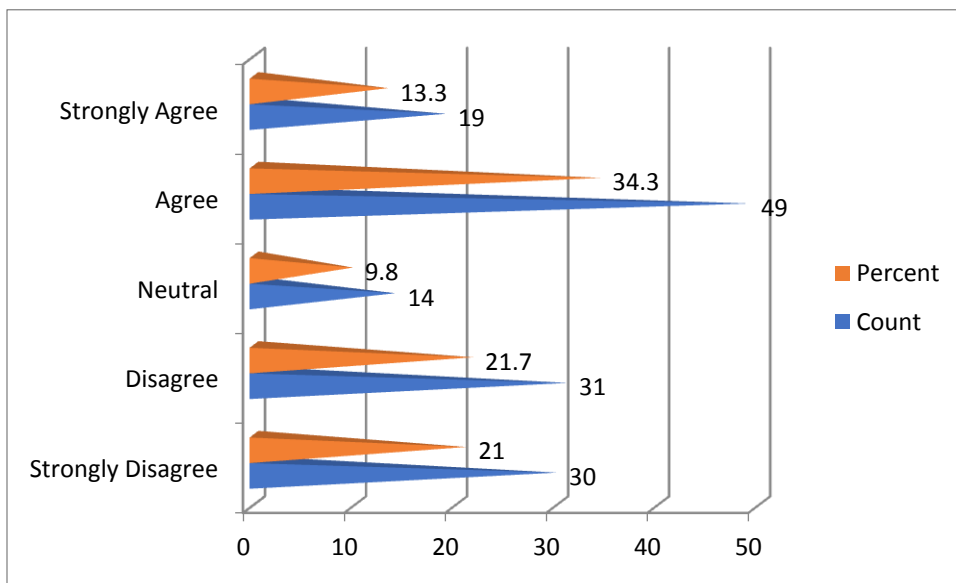


Figure 26: There is a well-defined performance management strategy

The fifth item in the above figure was about the use of well-defined performance management strategy. Out of the total respondents, 30(21.0%) and 31(21.7%) replied that they strongly disagree and disagree, respectively, that there is a well-defined performance management strategy while 14(9.8%) of them indicated that they are indifferent (neutral). Adding to this, 49(34.3%) of the respondents indicated that they agree that there was, there is a well-defined performance management strategy while only 19(13.3%) said they strongly agree. Therefore, it can be concluded that majority of the employees agree that there is a well-defined performance management strategy.

6. Retraining, redeployment and employability take precedence over downsizing

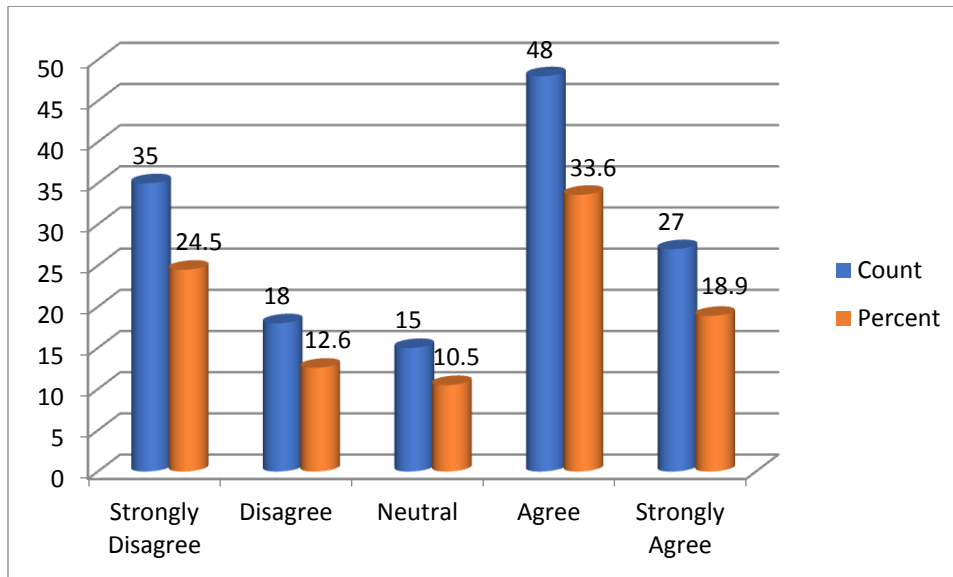


Figure 27: Retraining, redeployment and employability take precedence over downsizing

The sixth item in the above figure was about, retraining; redeployment and employability take precedence over downsizing. Out of the total respondents, 35(24.5%) and 18(12.6%) replied that they strongly disagree and disagree, respectively, there was, retraining; redeployment and employability take precedence over downsizing while 15(10.5%) of them indicated that they are indifferent (neutral). Adding to this, 48(33.6%) of the respondents indicated that they agree that there was, retraining; redeployment and employability take precedence over downsizing while only 27(18.9%) said they strongly agree. Therefore, it can be concluded that majority of the employees agree that there was, retraining; redeployment and employability take precedence over downsizing.

7. There is regular appraisal for promotion

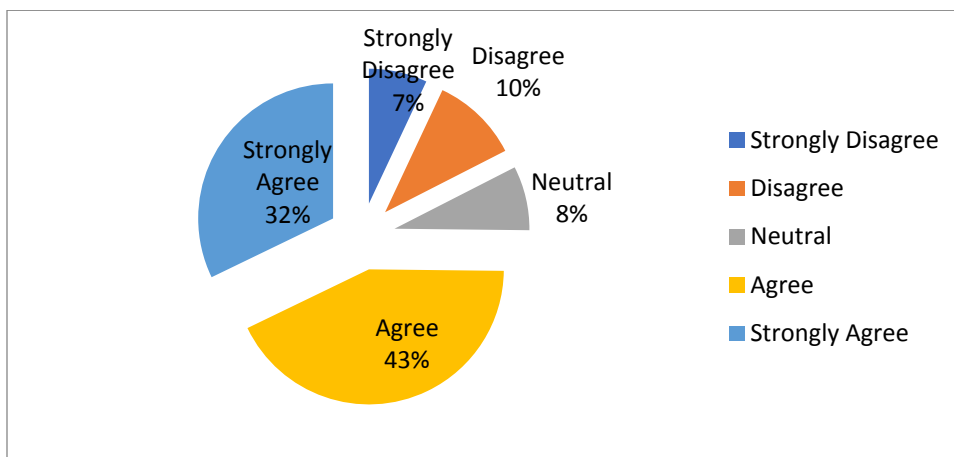


Figure 28: There is regular appraisal for promotion

The last item in the above table was about conduct regular appraisal for promotion. Out of the total respondents, 10(7.0%) and 15(10.5%) replied that they strongly disagree and disagree, respectively, that is regular appraisal for promotion while 11(7.7%) of them indicated that they are indifferent (neutral). Adding to this, 61(42.7%) of the respondents indicated that they agree that there is regular appraisal for promotion while only 46(32.2%) said they strongly agree. Therefore, it can be concluded that majority of the employees agree that there is regular appraisal for promotion.

Generally, majority of employees agree that the office was performing performance appraisal activities well including provided performance based feedback and counseling;; appraisal system is growth and development oriented; and there is regular appraisal for promotion. However, majority of the employees also revealed that there activities not well done such as the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge; and there are corrective measures for under-performance.

4.4.5. Summary on current status of HRM practices

In order to compare the current extent of HRM practices, the researcher used mean and standard deviation score. The researcher adopted the criteria suggested by Scott (2003) if the distribution of sample is normal or approximately normal. He suggested that for Lickert type scale ranging from 1 (Strongly Disagree/ highly dissatisfied) to 5(Strongly Agree/ Highly Satisfied) interpretation should be like following: Mean up to 2.8 = Disagree/dissatisfied; Mean from 2.9 to 3.2 = Neutral (Neither Disagree nor agree)/moderate satisfaction; and Mean above 3.2 = Agree/Satisfied.

Table 9: Current status of HRM practices

HRM practices	Mean	Std. Deviation	Level of agreement
Recruitment & Selection	2.57	1.01	Disagree
Compensation	2.81	.90	Disagree
Training & Development	2.44	.96	Disagree
Performance Appraisal	2.35	.97	Disagree

Note: N=143

The table above shows that the current status of HRM practices in Youth and Sport Office, Kaffa Zone. The researcher compared HRM practices based on the mean and standard deviation scores.

The result shows that employees on average disagree that the four HRM practices such as recruitment & selection, compensation, training & development and performance appraisal were performed well. This is shown by the mean value lower than 2.8 which can be regarded as disagree (Scott, 2003). Therefore, it can be concluded that the office was not performing HRM practices in a good manner.

4.5. Level of Employees' Job Satisfaction

The second objective sought was to assess the level of employees' job satisfaction in Youth and Sport Office, Kaffa Zone. To achieve this objective, descriptive analysis was conducted using frequency, percentage, mean and standard deviation. The result is presented in the table below.

Table 10: Assistance provides by organization

Item	Scale	Count	Percent
I am happy with assistance given by the organization in terms of money, leave, subscriptions	Highly Dissatisfied	57	39.9
	Dissatisfied	35	24.5
	Somewhat satisfied	12	8.4
	Satisfied	35	24.5
	Highly Satisfied	4	2.8
Total		143	100.0

Source: Survey Questionnaire, 2018

As shown in the above table, out of the total respondents 57(39.9%) of the respondents said that they are highly dissatisfied while 35(24.5%) of the respondents revealed dissatisfaction. The table also shows that 12(8.4%) of the respondents were somewhat satisfied while 35(24.5%) satisfied but only 4(2.8%) of the respondents were highly satisfied. Therefore, it can be concluded that majority of employees in Youth and Sport office dissatisfied by assistance given by the organization in terms of money, leave, and subscriptions.

Table 11: Participation in decision making

Item	Scale	Count	Percent
I am happy with level of participation in decision making	Highly Dissatisfied	24	16.8
	Dissatisfied	35	24.5
	Somewhat satisfied	12	8.4
	Satisfied	61	42.7
	Highly Satisfied	11	7.7
Total		143	100

Source: Survey Questionnaire, 2018

The table above also shows the respondents' response related to whether they are happy with level of participation in decision making. Among the respondents, 11(7.7%) of the respondents said that they are highly satisfied with level of participation in decision making while 61(42.7%) indicated just satisfaction and 12(8.4%) said they are somewhat satisfied. In addition, 35(24.5%) of the respondents revealed that they are dissatisfied with level of participation in decision making while 24(16.8%) indicated highly dissatisfied. Therefore, one can conclude that majority of employees in Office were satisfied in level of participation in decision making aspect of the job.

Table 12: Working environment

Item	Scale	Count	Percent
The organization provides comfortable working environment (space, light, seating arrangement, air conditioned)	Highly Dissatisfied	55	38.5
	Dissatisfied	44	30.8
	Somewhat satisfied	11	7.7
	Satisfied	21	14.7
	Highly Satisfied	12	8.4
	Total	143	100

Source: Survey Questionnaire, 2018

As indicated in the third element of the job, in the table 12, 55(38.5%) of the respondents said that they are highly dissatisfied with comfortable working environment (space, light, seating arrangement, air conditioned) the organization is providing while 44(30.8%) of the respondents said just dissatisfied. In addition, 11(7.7%) of the respondents said that they are somewhat satisfied and 21(14.7%) of the respondents indicated their just satisfaction while 12(8.4%) of the respondents said they are highly satisfied with working environment (space, light, seating arrangement, air conditioned) the organization is providing them. Therefore, it can be concluded that majority of the employees were dissatisfied in their working environment provided by the Office as an important element of job they perform.

Table 13: Empowerment

Item	Scale	Count	Percent
I am satisfied with the empowerment in my job assignments	Highly Dissatisfied	25	17.5
	Dissatisfied	38	26.6
	Somewhat satisfied	12	8.4
	Satisfied	59	41.3
	Highly Satisfied	9	6.3
	Total	143	100

Source: Survey Questionnaire, 2018

In the above table 13, the result of response given by respondents was shown in relation to employees' satisfaction level with the empowerment in job assignments. The results revealed that only 9(6.3%) of the respondents are highly satisfied while 59(41.3%) said they are satisfied with the empowerment in job assignments and 12(8.4%) said they are somewhat satisfied. In addition, the above table shows that 38(26.6%) of the respondents said that they are dissatisfied with the empowerment in job assignments while 25(17.5%) said they are highly dissatisfied. Therefore, it can be concluded that majority of the employees are satisfied with the empowerment in job assignments.

Table 14: Value and recognition

Item	Scale	Count	Percent
I feel I am valued and enough recognition for well done work	Highly Dissatisfied	27	18.9
	Dissatisfied	52	36.4
	Somewhat satisfied	15	10.5
	Satisfied	43	30.1
	Highly Satisfied	6	4.2
	Total	143	100

Source: Survey Questionnaire, 2018

The above table also shows 27(18.9%) of the respondents indicated that they highly dissatisfied with value and enough recognition they received for well done work while 52(36.4%) said just dissatisfied. Meanwhile, 15(10.5%) of the respondents said that they are somewhat satisfied with value and enough recognition they received for well done work while 43(30.1%) and only 6(4.2%) of the respondents indicated satisfied and highly satisfied, respectively. Therefore, it can be concluded that majority of the employees feel dissatisfied with value and enough recognition they received for well done work.

Table 15: Self-directed work teams

Item	Scale	Count	Percent
I am satisfied with self-directed work teams to which I belong	Highly Dissatisfied	32	22.4
	Dissatisfied	18	12.6
	Somewhat satisfied	20	14.0
	Satisfied	60	42.0
	Highly Satisfied	13	9.1
	Total	143	100

Source: Survey Questionnaire, 2018

The table above shows the response of respondents related to job element called the use self-directed work teams. Out of the total respondents, 13(9.1%) of them said that they were highly

satisfied with application of self-directed work teams which they are assigned while 60(42%) of the respondents were just satisfied and 20(14%) said somewhat satisfied. In addition, the table shows that 18(12.6%) of the respondents said they were dissatisfied and 32(22.4%) of respondents indicated that they were highly dissatisfied by self-directed work teams which they are assigned. Therefore, it can be concluded that majority of employees in Kaffa Zone Youth and Sport Office feel satisfied with self-directed work teams they belongs to.

Table 16: Salary and compensation

Item	Scale	Count	Percent
I am happy with my salary and contingent compensation	Highly Dissatisfied	65	45.5
	Dissatisfied	29	20.3
	Somewhat satisfied	20	14.0
	Satisfied	20	14.0
	Highly Satisfied	9	6.3
Total		143	100

Source: Survey Questionnaire, 2018

As indicated in the above table, 65(45.5%) of the respondents said that they were highly dissatisfied with salary and contingent compensation received from the office while 29(20.3%) said just dissatisfied. In addition, with equal response, 20(14%) of the respondents indicated that they were somewhat satisfied and dissatisfied with salary and contingent compensation received from the office while only 9(6.3%) of the respondents said highly satisfied. Therefore, the researcher concluded that majority of employees feel dissatisfied with salary and contingent compensation received from the office.

Table 17: Job rotation

Item	Scale	Count	Percent
Job rotation is satisfactory in the organization	Highly Dissatisfied	53	37.1
	Dissatisfied	34	23.8
	Somewhat satisfied	21	14.7
	Satisfied	29	20.3
	Highly Satisfied	6	4.2
Total		143	100

Source: Survey Questionnaire, 2018

The table above indicates that, out of the total respondents, 53(37.1%) of the respondents said that they were highly dissatisfied with job rotation in the organization while 34(23.8%) said just

dissatisfied. In addition, 21(14.7%) of the respondents indicated that they were somewhat satisfied and 29(20.3%) said they were dissatisfied with job rotation in the organization while only 6(4.2%) of the respondents said highly satisfied. Therefore, it can be inferred that majority of employees feel dissatisfied with job rotation in the organization.

Table 18: Overall Level of employees' job satisfaction

Item	Scale	Count	Percent
Overall Employee job satisfaction	Highly Dissatisfied	20	14.0
	Dissatisfied	45	31.5
	Somewhat satisfied	45	31.5
	Satisfied	28	19.6
	Highly Satisfied	5	3.5
	Total	143	100

Source: Survey Questionnaire, 2018

Finally, the researcher computed the overall satisfaction level of employees with their job elements. As shown in the above table, 20(14%) of the respondents highly dissatisfied and 45(31.5%) of the respondents indicated just dissatisfaction. In addition, as shown in the table, 45(31.5%) of the respondents were satisfied while 28(19.6%) of the respondents were just satisfied and only 5(3.5%) of the respondents indicated their highly satisfaction in the job they perform. Therefore, it can be concluded that majority of employees were dissatisfied with different aspects of their job in Kaffa Zone Youth and Sport Office.

4.5.1. Summary of level of Employees' Job Satisfaction

The below table 19 shows the summary of right items used to assess the level of employees job satisfaction in terms of the mean and standard deviation scores. The researcher adopted the criteria suggested by Scott (2003) if the distribution of sample is normal or approximately normal. He suggested that for lickert type scale ranging from 1(Strongly Disagree/ highly dissatisfied) to 5(Strongly Agree/ Highly Satisfied) interpretation should be like following: Mean up to 2.8 = Disagree/dissatisfied; Mean form 2.9 to 3.2 = Neutral (Neither Disagree nor agree)/moderate satisfaction; and Mean above 3.2 = Agree/Satisfied. The analysis is presented next to the table.

Table 19: Level of employees' job satisfaction

No	Item	Mean	Sta. Dev.
1	I am happy with assistance given by the organization in terms of money, leave, and subscriptions	2.26	1.29
2	I am happy with level of participation in decision making	3.00	1.29
3	The organization provides comfortable working environment (space, light, seating arrangement, air conditioned)	2.24	1.33
4	I am satisfied with the empowerment in my job assignments	2.92	1.28
5	I feel I am valued and enough recognition for well done work	2.64	1.21
6	I am satisfied with self-directed work teams to which I belong	3.03	1.35
7	I am happy with my salary and contingent compensation	2.15	1.31
8	Job rotation is satisfactory in the organization	2.31	1.27
9	Overall Employee job satisfaction	2.67	1.05

Source: Survey Questionnaire, 2018

As shown in the above table, the respondents indicated that they are moderately satisfied with job elements such as level of participation in decision making (M=3.00 & Std.D =1.29), empowerment in job assignments (M= 2.92& Std.D= 1.28) and self-directed work teams (M=3.03 & 1.35). However, as shown by mean and standard deviation, the respondents revealed their dissatisfaction with job elements such as salary and contingent compensation (M=2.15 & Std.D =1.31), with assistance given by the organization in terms of money, leave, and subscriptions (M=2.26 & Std.D =1.29), working environment like space, light, seating arrangement, &air conditioned (M=2.24 & Std.D =1.33), valued & enough recognition for well done work(M= 2.64 & Std.D = 1.21), and job rotation(M= 2.31 & Std.D = 1.27).

Moreover, mean and standard deviation score, the last row of the above table shows that employees were overall dissatisfied with different aspect of the job they perform(M= 2.67 & Std.D =1.05).

4.6. The association b/n HRM practices & Employee Satisfaction

This study sought to examine the association between HRM practices& employee job satisfaction in Youth and Sport Office, Kaffa Zone. To do so, Pearson correlation was used to examine if there is significant association between HRM Practices & employee job satisfaction. The analysis and interpretation is presented as follows.

Table 20: Association b/n HRM Practices & Employee Satisfaction

No	Variables	1	2	3	4	5
1	Recruitment & Selection	1				
2	Compensation	.707**	1			
3	Training and Development	.600**	.661**	1		
4	Performance Appraisal	.597**	.660**	.637**	1	
5	Employee Satisfaction	.726**	.724**	.673**	.760**	1

** Correlation is significant at $p < 0.05$ (2-tailed) $N = 143$

As shown in the above table 20, four HRM practices have positive and significant association with employee satisfaction in Youth and Sport Office, Kaffa Zone. The correlation result shows that recruitment and selection practice of the office was found to have strong association with employee satisfaction with $r = 0.726$, $p < 0.05$

Similarly, the above correlation result shows that HRM practices like compensation ($r = 0.724$, $p < 0.05$), training & development ($r = 0.673$, $p < 0.05$), and performance appraisal ($r = 0.760$, $p < 0.05$) were also found to have strong and positive association with employee job satisfaction in Kaffa Zone Youth and Sport Office.

Therefore, it can be concluded that employee level of job satisfaction in Kaffa Zone Youth and Sport Office is associated with four HRM practices such as recruitment & selection, compensation, training & development, and performance appraisal.

4.7. The effect of HRM practices on employee job satisfaction

The study also sought to examine the effect of HRM practices on employee satisfaction in Youth and Sport, Kaffa Zone. Hence, multiple linear regression analysis was conducted. Before the regression analysis, four assumption tests were conducted and presented as follows.

4.7.1. Multiple linear Regression assumption tests

1. Auto-correlation

The decisions rule for Durbin-Watson statistics is that a p-value approaching two indicates that there is no auto-correlation problem. As shown in the DW table below there is no problem of auto-correlation (threshold value of $DW < 2.00$).

Table 21: DW

Durbin-Watson	1.832
---------------	-------

Source: Survey Questionnaire, 2018

2. Homoscedasticity

The scatter plot used to check the regression assumption of homoscedasticity. Homoscedasticity checks that the residuals do not vary systematically with the predicted value by plotting the residual against the values predicted by the regression model. The below scatter plot shows the data points seem fairly randomly distributed with a fairly even spread of residuals at all predicted values. This tested by looking the data points seem to funnel away from the negative end of x-axis.

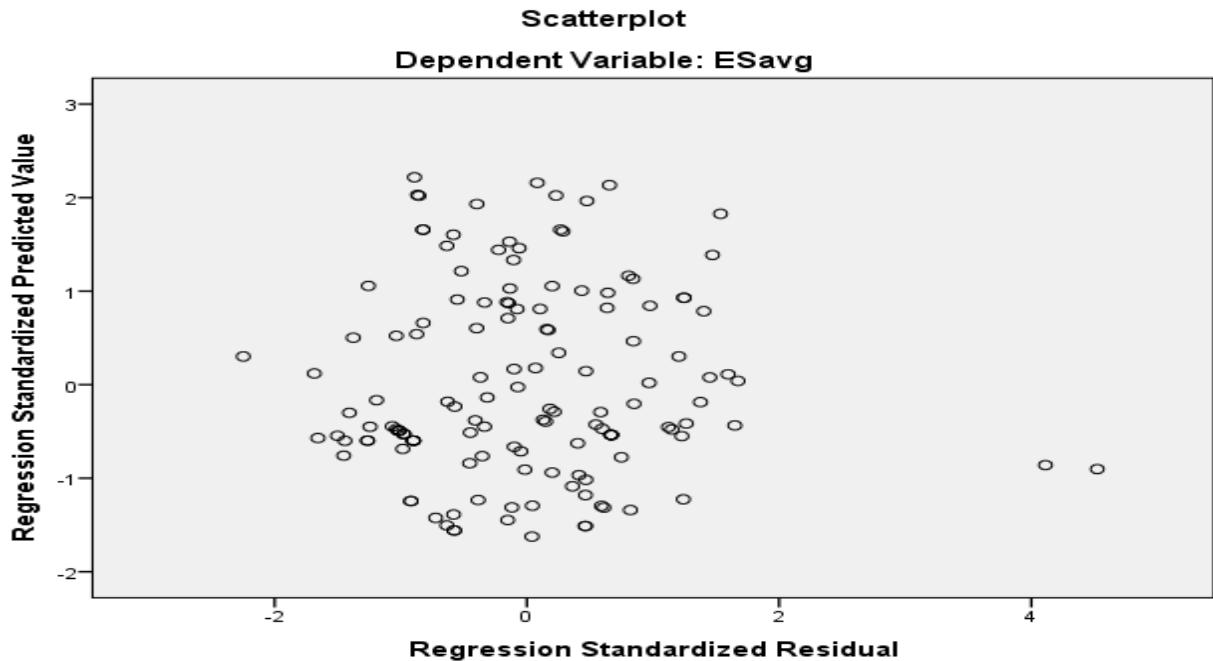


Figure 29: Scatter plot

3. Normality (P-p plot)

The p-p plot of regression shows whether the model used met the multiple regression assumption of normal distribution. The regression standardized residual between the expected and observed cumulative probabilities tell us that, while not matching perfectly, are fairly similar. This suggests that the residuals are approximately normally distributed. The regression assumption of normality is met.

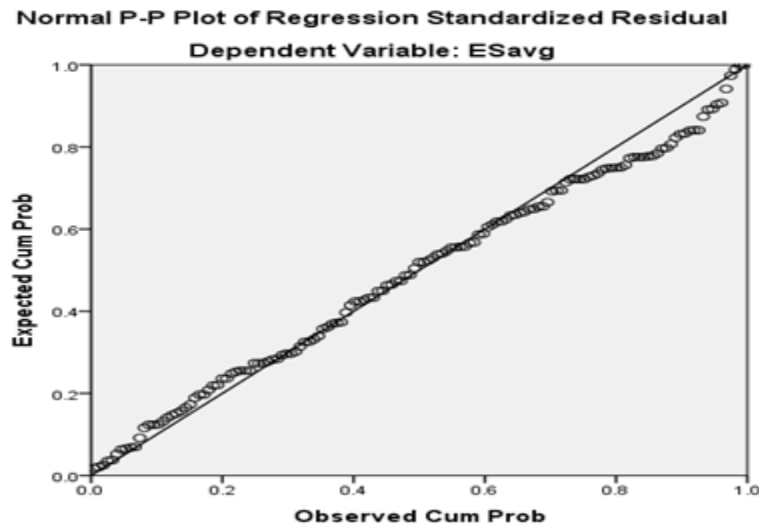


Figure 30: P-p plot

4. Multicollinearity

According to Gujarati (2004) one of the assumptions of the classical linear regression model is that there is no multi-Collinearity among the explanatory variables, the X's. According to Kennedy (2008) multi-Collinearity problem exists when the correlation coefficient among the variables are greater than 0.80.

Table 22 below shows the correlation coefficient among explanatory variables in this study. The highest correlation coefficient for this study explanatory variable is 0.707 that is between Compensation and recruitment & selection, which is less than 0.80. Therefore, there is no evidence for presence of multi-Collinearity problem in this study model.

Table 22: Correlation matrix

No	Variables	1	2	3	4
1	Recruitment & Selection	1			
2	Compensation	.707**	1		
3	Training and Development	.600**	.661**	1	
4	Performance Appraisal	.597**	.660**	.637**	1

Source: Survey Questionnaire, 2018

After regression assumption tests are met, multiple linear regression analysis was run to examine the effect of HRM practices on employee satisfaction in Youth and Sport Office, Kaffa Zone. The result of regression analysis is presented here under.

Table 23: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.850 ^a	.722	.714	.54207	1.832

Source: Survey Questionnaire, 2018

The model summary table 23 indicates adjusted R square value which shows that the coefficient of determinant or the percentage variation in the dependent variable being explained by the change in the independent variable. The adjusted $R^2 = 0.714$ indicates that 71.4% of the total variation in employees' job satisfaction is explained by HRM practices such as recruitment & selection, compensation, training & development, and performance appraisal.

Table 24: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	105.158	4	26.290	89.468	.000
	Residual	40.550	138	.294		
	Total	145.709	142			

Source: Survey Questionnaire, 2018

The above ANOVA (Analysis of Variance) table indicates that four HRM practices, jointly, have strong and positive association with employees' satisfaction in Youth and Sport Office, Kaffa Zone with $F(4, 138) = 89.468, p < 0.05$. In better terms, smaller p-value (less than 0.05) justifies that the independent variables i.e., recruitment & selection, compensation, training & development, and performance appraisal are significant in explaining the variation in dependent variable i.e. employees' job satisfaction.

Even though ANOVA table is important to show the joint effect of HRM practices on employee satisfaction, it doesn't show the individual effect of HRM practices. This can be done by examining the coefficient table presented below.

Table 25: Coefficients table

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.564	.182		-3.095	.002
	Recruitment & Selection	.329	.075	.291	4.375	.000
	Compensation	.183	.077	.173	2.363	.020
	Training & Development	.145	.068	.139	2.138	.034
	Performance Appraisal	.476	.081	.384	5.907	.000

Source: Survey Questionnaire, 2018

The above coefficient table revealed that all HRM practices individually have significant and positive effect on employees' job satisfaction. This is indicated by p value less than the threshold value of 0.05. Therefore, it can be concluded that poor practice of HRM practices had effect on dissatisfaction of employees in Kaffa Zone Youth and Sport Office.

The Multiple linear regression models

The model for study was:

$$Y = \beta_0 + \beta_1RS + \beta_2Comp + \beta_3Td + \beta_4PA$$

Therefore, $\beta_0 = -0.564$, $\beta_1 = 0.291$, $\beta_2 = 0.173$, $\beta_3 = 0.139$, $\beta_4 = 0.384$

This multiple regression equation tells us following results.

$$Y = -0.564 + 0.291RS + 0.173Comp + 0.139TD + 0.384PA$$

The regression model shows that if the office of Youth and Sport in Kaffa Zone does not perform HRM practices, employees' job satisfaction would decrease by 56.4%.

The most contributing factor in HRM is performance appraisal (38.4%), then, 29.1% recruitment and selection, followed by compensation and training & development with 17.3% and 13.9%, respectively.

Therefore, as indicated by the beta values, performance appraisal has highest effect on employees' job satisfaction followed by recruitment and selection.

4.8. Discussion of Results

The study sought to examine the effect of HRM practices on employee job satisfaction in Youth and Sport Office, Kaffa Zone. The results of the descriptive analysis show that employees on average disagree that the four HRM practices such as recruitment & selection, compensation,

training & development and performance appraisal were performed well. This is shown by the mean value lower than 2.8 which can be regarded as disagree (Scott, 2003). The finding suggests that the office was not performing HRM practices in a good manner. But according to other studies (Gürbüz, 2009; Dessler, 2007; Beardwell, et al., 2004; Noe, et al., 2007) which states that HRM as the philosophy, policies, procedures, and practices related to the management of people within the organization including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations.

This study also sought to assess the level of employees' job satisfaction in Kaffa Zone Youth and Sport Office. Hence, the descriptive analysis result shows that employees were dissatisfied with different aspects of the job they perform ($M=2.67$ & $Std.D=1.05$). Employees were dissatisfied by job elements such as salary and contingent compensation ($M=2.15$ & $Std.D=1.31$), with assistance given by the organization in terms of money, leave, and subscriptions ($M=2.26$ & $Std.D=1.29$), working environment like space, light, seating arrangement, & air conditioned ($M=2.24$ & $Std.D=1.33$), valued & enough recognition for well done work ($M=2.64$ & $Std.D=1.21$), and job rotation ($M=2.31$ & $Std.D=1.27$). However, employees were moderately satisfied with job elements such as level of participation in decision making ($M=3.00$ & $Std.D=1.29$), and self-directed work teams ($M=3.03$ & $Std.D=1.35$).

The findings of the correlation analysis revealed that employee level of job satisfaction in Kaffa Zone Youth and Sport Office is associated with four HRM practices such as recruitment & selection, compensation, training & development, and performance appraisal. Other previous studies (Gürbüz, 2009; Asta and Zivile, 2011; Syed and Yah, 2012) also argued that HRM practices have a positive association with effective human resource reaction i.e. job satisfaction. They found that empowerment, job rotation, employee participation, merit-based promotion and performance based pay and grievance handling procedures were positively correlated with employee's job satisfaction.

Moreover, the results of regression analysis indicated that HRM practices such as recruitment & selection, compensation, training & development, and performance appraisal were found to have joint significant impact on employee job satisfaction as indicated by adjusted R square = 0.714, $F(4, 138) = 89.468$, $p < 0.05$. This finding was also supported by other previous studies (Steijn, 2004; Asta & Zivile, 2011; Adeel et al., 2011; Syed & Yah 2012; Javed et al., 2012; Igbal et al.,

2013; and Masoodul et al, 2013) also conducted in public organizations which investigated the impact of HRM practices on employee's satisfaction. They found that HRM practices had positive effect on job satisfaction of the employees' public sector.

However, the results of the coefficient table above revealed that individual HRM practices like recruitment & selection, compensation, training & development, and performance appraisal were found to have significant effect on employee job satisfaction. Other studies also supported this finding. For instance, Hassan (2013) argued that compensation plays vigorous role to attract and retain employees and its relationship with employee satisfaction is found to be significant.

In the words of Jehanzeb and Rasheed (2013), training and development can lead to superior knowledge, skills, abilities and attitudes of employees that enhance and can improve workforce utilization and it will potentially increase employee job satisfaction which was also supported by Osibanjo & Abiodun (2011) and Priya (2013). In addition, Niaz (2014) another predictor of employee job satisfaction is performance appraisal. He argue that performance appraisal leads to pay raise, promotion, and training, it is assumed that better performance appraisal can have an effect on employee job satisfaction.

Chapter Five

5. Conclusion and Recommendation

5.1. Conclusion

The finding of the study shows that Kaffa Zone Youth and Sport Office is not performing HRM practices in a good manner. This is shown by the mean value lower than 2.8 which can be regarded as disagree (Scott, 2003) for all HRM practices. In relation to recruitment and selection, low level of performance was due to not filling vacancies from qualified employees internally; the selection system do not follow highly scientific and rigorous procedure; and the applicants are not fully informed about the qualifications required to perform the job before being hired. With regard to compensation, there are poor practices such as compensation and incentives systems are not clear and specific to the employees, no profit sharing/bonuses used as a mechanism to reward higher performance, and compensation packages do not encourage employees to achieve organizations objectives. In addition, training & development practices are not performed well because of activities like lack of training which incorporates the interests of the organization as well as the individual, training needs identified are not realistic, useful and based on the business strategy of the organization, employee do not passes through various training program every year, and lack of budget dedicated to training and development every year. Finally, performance appraisal activities were not well don due to specific activities such as including lack of using appraisal data for decision making like promotion, job rotation, training, compensation, transfers & discharge; lack of corrective measures for under-performance; and no well-defined performance management strategy.

The finding of the study also revealed that employees are dissatisfied with different aspect of the job they perform. This is because employees were dissatisfied by job elements such as salary and contingent compensation, assistance given by the organization in terms of money, leave, and subscriptions, working environment (like space, light, seating arrangement, & air conditioned), valued & enough recognition for well done work, and job rotation. However, employees are moderately satisfied by job aspects such as level of participation in decision making, and self-directed work teams.

The study also sought to examine the relationship between HRM practices and employees, job satisfaction in Youth and Sport Office. The findings of the study revealed that employee level of job satisfaction in the office was associated with four HRM practices such as recruitment &

selection, compensation, training & development, and performance appraisal. Therefore, it can be concluded that employees' job satisfaction is correlated or related to how well the office performs human resource management activities such as recruitment & selection, compensation, training & development, and performance appraisal. This suggests that HRM practices like are recognizing and rewarding employees; selecting employees based on having the desired knowledge, skills and attitude; providing training which incorporates the interests of the organization as well as the individual; and providing employees with performance based feedback and counseling contributes to employees' job satisfaction level in the Youth and Sport Office.

The findings of the study indicates that HRM practices such as compensation, training and development, and performance appraisal were found to have joint significant effect on employee job satisfaction in the Youth and Sport Office. According to configurationally approach, a firm with bundles of HRM practices should have some positive outcomes such as high level of job satisfaction, high level of performance and high levels of fit with its competitive strategy. The aim of bundling is to achieve coherence which exists when a mutually reinforcing set of HR practices have been developed that jointly contribute to the attainment of the organization's strategies for matching resources to organization needs, better employee satisfaction & motivation, improving performance & quality, and achieving competitive advantage in an enterprises.

In addition, individual HRM practices were found to have significant effect on employee job satisfaction. For instance, compensation plays vigorous role to attract and retain employees and its effect with employee satisfaction is found to be significant. Training and development can lead to superior knowledge, skills, abilities and attitudes of employees that enhance workforce utilization and it will potentially increase employee job satisfaction. Performance appraisal leads to pay raise, promotion, and training, it is assumed that better performance appraisal can have an effect on employee job satisfaction.

Finally, the organization (Youth and Sport Office) will benefit and see improvements in organizational performance in general and employee satisfaction specifically if they can identify, gain commitment to and implement a set of best HRM practices.

5.2. Recommendation

Based on the findings and conclusions made, in this study, the researcher provided the following recommendations.

- ☞ The overall level of practice is poor. This suggests that the improvement is needed in the manner in which the office is performing HRM practices. More specifically, the following practices needs revision and re-engineering such as applying highly scientific and rigorous selection system, using pay and bonuses as a mechanism to reward higher performance, making of compensation and incentives systems clear and specific to the employee, and taking corrective measures for under-performance.
- ☞ The finding of the study shows that employees were dissatisfied with different aspect of the job they perform. This is due to employees were dissatisfied by job elements such as salary and contingent compensation, with assistance given by the organization in terms of money, leave, and subscriptions, and working environment like space, light, seating arrangement, and air conditioned. Therefore, the researcher recommends that practices on which employees indicated dissatisfaction needs to be re-evaluated and discussion with employees to find solution. Moreover, the management of the Office in collaboration with HR department head must provide better compensation and salary by generating internal income in addition to budget allocated by the government and improve the working environment by re-innovating office space as well as seating arrangement.
- ☞ As stated above, reinforcing set of HR practices have been developed that jointly contribute to the attainment of the organization's strategies for matching resources to organization needs, better employee satisfaction & motivation, improving performance & quality, and achieving competitive advantage in an enterprises.
- ☞ The findings of the study revealed that performance appraisal has highest effect on employees' job satisfaction. Therefore, the researcher recommends that other HRM practices such as recruitment and selection, compensation, and training & development require a lot more to do. Improvement may include activities such as applying highly scientific and rigorous selection system, using pay and bonuses as a mechanism to reward higher performance, making of compensation and incentives systems clear and specific to the employee, and taking corrective measures for under-performance.

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Section 2: HRM Practices

		1 Strongly Disagree (SDA)	2 Disagree (D)	3 Neutral (N0)	4 Agree (A)	5 Strongly Agree(SA)
Using the scale above (1 – 5) please tick (√) the levels of agreement in each of the items below with regards to the HRM practices of your organization						
No	Recruitment and Selection	SD	D	N	A	SA
		1	2	3	4	5
1	In this organization, appointments are based on merit					
2	In this organization, applicants are fully informed about the qualifications required to perform the job before being hired					
3	In this organization, the selection system followed is highly scientific and rigorous					
4	In this organization, there is formal induction, orientation and familiarization process designed to help new recruits understand the Organization					
5	In this organization, line managers and HR managers participate in the selection process					
6	In this organization, selection system selects those having the desired knowledge, skills and attitude					
7	In this organization, vacancies are filled from qualified employees internally					
	Compensation (pay)					
1	In this organization, pay improves performance					
2	In this organization, employees are rewarded based on performance					
3	In this organization, compensation packages encourage employees to achieve organization’s objectives					
4	In this organization, employees are recognized and rewarded appropriately in this organization					
5	In this organization, profit sharing/bonuses are used as a mechanism to reward higher performance.					
6	In this organization, compensation and incentives systems are clear and specific to the employees					
	Training and Development					
1	In this organization, training needs are discussed with employees					
2	In this organization, there is a training strategy and coherent training program					
3	In this organization, training incorporates the interests of the organization as well as the individual					

4	In this organization, training needs identified are realistic, useful and based on the business strategy of the organization					
5	In this organization, every employee goes through various training program every year					
6	In this organization, there is a budget dedicated to training and development every year					
	Performance Appraisal					
1	In this organization, employees are provided performance based feedback and counseling					
2	In this organization, the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge					
3	In this organization, there are corrective measures for under-performance					
4	In this organization, appraisal system is growth and development oriented					
5	In this organization, there is a well-defined performance management strategy					
6	In this organization, retraining, redeployment and employability take precedence over downsizing					
7	In this organization, there is regular appraisal for promotion					

Section 3: Employee Job Satisfaction

No	Employee Job Satisfaction	HD	D	N	S	HS
		1	2	3	4	5
1	I am happy with assistance given by the organization in terms of money, leave, subscriptions					
2	I am happy with level of participation in decision making					
3	The organization provides comfortable working environment (space, light, seating arrangement, air conditioned)					
4	I am satisfied with the empowerment in my job assignments					
5	I feel I am valued and enough recognition for well done work					
6	I am satisfied with self-directed work teams to which I belong					
7	I am happy with my salary and contingent compensation					
8	Job rotation is satisfactory in the organization					