



COLLEGE OF NATURAL SCIENCE DEPARTMENT OF SPORT SCIENCE

**THE PRACTICE AND CHALLENGES OF HUMAN RESOURCE
DEVELOPMENT IN SPORTS OFFICE OF NORTH SHEWA ZONE,
OROMIA REGIONAL STATE**

BY: MUZEYEN BARISO

**THIS THESIS SUBMITTED TO JIMMA UNIVERSITY THE COLLEGE OF
NATURAL SCIENCE AND COMPUTATIONAL DEPARTMENT OF SPORT
SCIENCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR
THE MASTER OF SCIENCE DEGREE IN SPORT MANAGEMENT**

AUGUST, 2020

JIMMA, ETHIOPIA

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AUGUST, 2020

JIMMA, ETHIOPIA

APPROVAL SHEET
JIMMAUNIVERSITY
COLLEGE OF NATURAL SCIENCE
DEPARTMENT OF SPORT SCIENCE

**THE PRACTICES AND CHALLENGES OF HUMAN RESOURCE DEVELOPMENT IN
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Declaration

The researcher hereby declares that this thesis entitled the practices and challenges of Human resource development in north shewa zone sports office, is my original work and that all sources have been referred and quoted to show and acknowledged with complete references. The researcher has undertaken the research work independently with the guidance and support of the research advisors: Wondimagegn Demise (PhD) and co-advisor Mr. Amanu Eba

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Biography of the author

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ABBREVIATIONS

CD	Career Development
CSR	Civil Service Reform Program
NCBP	National capacity building program
FMCB	Federal Ministry of Capacity Building
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
NCBP	National Capacity Building Program
OD	Organizational Development
PA	Performance Assessment

Abstract

The main aim of this study was to assess the practice and challenges of human resource development in North Shewa Zone Sports offices. To achieve this objective, the researcher followed cross-sectional survey design. The data were collected from 54 sample employees (respondents) selected through random and purposive sampling techniques. Therefore, 42 employees (sports expert) were selected by random sampling techniques and 6 top managers (leaders) of the organization and 6 human resources' manager were selected through purposive sampling techniques. Besides data were gathered through questionnaires and a structured interview. Descriptive statistics were used to analyze the quantitative data by using SPSS version 20. Mean and standard deviation, were employed as quantitative method of data analysis. Moreover Qualitative data were analyzed through narration, explanation, and thematic analysis of categorization. The studies showed that performance assessment has not increased because of lack of good performance assessment system, lack of short and long term evaluation, and less attention to identifying areas in need improvement. The organization were ineffective in taking organizational analysis and prioritizing human resource development needs, identify and designs human resource development objectives, and implementation based on stated objectives standards to facilitate organizational performance. Some challenges hindered and constrained the efficiency and effectiveness of human resource development practices in the study area. Based on the finding it is recommended that to make the performance assessment more effective and successful, North shewa zone sports offices, the human resource manager (leader of the sports office) should review and improve the implementation of the performance assessment system, the organization shall give particular attention to training and development programs and assessing worker training needs and strategic human resource development is driven by the organizational analysis and objectives within these goals to develop human resources and is thus a purposeful way of matching community to the organization.

Key Word: Practices, Challenges, training development, human resource development

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

Ethiopia has recognized for many years that sport is an effective means of achieving social aims. This principle has been enshrined in policy for a decade, sport is acknowledged as a tool for social development in the vision and mission of the sport commotion which states that the government must work toward supporting well-rounded youth who can help transform the country into a more prosperous and democratic society through developing their physical, mental, and social capacities. These opportunities encourage youth to participate widely in the development, democratization, and good governance of the country.

To achieve this vision, Human Resource Management particularly human resource development is vital in the sport sector since people are the most important asset to bring ovaries valve(National youth policy, 2004). Human resource management has integrated strategies a and a coherent approach to employment management and seeks to achieve a competitive advantage through a highly committed and capable workforce, using an array of human resource planning, policies and practices which carry out the management of people including recruitment, screening, training, rewarding and appraising, (Balabatal, 2010)

Thus, the most valuable asset of the organization is human resources, i.e., the people working for the organization who individually and collectively contribute to the achievement of its objectives (Deb, 2010). Moreover, organizations use employment management to achieve a competitive advantage. This is accomplished through a distractive set of integrated policies, programs, and practices. This is accomplished through a distinctive set of integrated policies, programs, and practices. The research outcome reveals that various human resource management strategies can affect behavioral outcome and organization effectiveness.

In light of many different points of view, a human resource is a strategic approach that concentrates on what the aims human resource management are and how they can be achieved To complete the explanation of human resource management, it should be mentioned that it is a process of creating values and includes different steps, such as planning recruitment, selection, retention and replacement, orientation training and development, and appraisal and rewards.

According to (Charles, 2006).argued Human resources development is as the integrated use of training and career development efforts to improve individual and organizational effectiveness in the sports institution like that of others. Human resources development also develops key competencies that enable individuals to perform current jobs and that will allow them to adapt quickly to new challenges and opportunities (Anyim et al., 2011)

A study by(Kebede and sambasivam ,2013) stated that, The strategic value of human resource stems from the fact that resources used in a course of production a endowed with discretionary decision-making of other resources. In the same vein,(Isaac,2011) asserted human resource criticality for a combination of other resources in the right mix and to formulate appropriate strategies to achieve organization objectives.

According to(Stephen,2009)the main purpose of human resource development is to develop employees' skills and competences in line with organizational objectives and there need to be a feasible transfer to development programs in tow workplace. Hence, the strategic use of human resource development is one of the most important factors for organizational performance thus, the complex nature of the entire globalization process, gave rise to lead dependence on Human resource which is a creative factor of new value to the public.

In Africa the human resource development challenges with many factors. Among these: lack of paying attention for professional development, lack of allocating sufficient budget aligning human resource development to strategic priorities, and promoting learning culture were identified by(Wachira,2012).Also, (Habit,2012) outlined challenges of human resource development in Africa as developing comprehensive human resource strategy, promoting a positive working environment, accepting modern technological changes and promoting a positive working environment, accepting modern technological changes and promoting positive work force attitudes.

In the Sub-Saharan African countries context, there are challenges like lack of training and in the development of skills and the ability to make use of the available human resources(Anyim et al., 2012). It can be argued that in the sub-Saharan African region public sector needs to increase the skilled labour team and to develop communities. This involved the fusion of human resource development strategies and polices that will be suitable for developing socio-economies in the region and fasten service delivery.

In the context of Ethiopia the government recognizes that good sector policies depend on building human resource capacity if it is to be implemented successfully at the proposed time. In 2001, the country launched a broad national capacity building program (NCBP) which is an extremely wide-ranging and encouraging program which needs commitment from all public sectors to upgrade employees potential(Anyim et al, 2012;Adebabay and Perkins, 2010).

The government identified inter-dependent programs which led to the creation of a Federal ministry of capacity Building (FMCB) to coordinate and provide strategic guidance to the overall programs especially, Human Resource Development.

However, an empirical study conducted by(Gebrekidan,2011)the Ethiopia civil service faces inefficiency and poor service delivery resulting from a limited focus on Human resource development. The practice in Oromia Regional state in general and north shewa zone sport office ,in particular, is not different from the practice in Ethiopia. for employees to perform was to the best of their ability, Human resource development is very significant. It seems for this reason that many scholars have found that Human resource development has direct effect such as either negative or positive on work performance and productivity.

Employees also informally complain that they are not happy with the Human resource Development programs and the way they participated in various Human resource Development activities where poor productivity and lack of good service are the main problems of many organization including sports offices. Therefore, the rationale of behind conducting this study as to assess practices and challenges of Human resource development in north shewa zone sports office selected woreda.

1.2. Statement of the problem

All over the world, the sport has become a basic part of society. Sport is a unique and indispensable tool for sustainable development as well as a means to promote peace, culture and education, providing young people in particular with opportunities and hope (Jackson et al., 2010). To get such benefits from sport human resource development is very significant in the sports organization. To achieve organizational goals, government sport offices need to have strategic human resource management practices particularly human resource development and aligns their existing Human resource management practices with the changing times. A study by (Balatabat, 2010) indicates that such arrangement in sports offices help the organization motivate the employees, enable them to deliver effective work which result in productivity. Less turnover and thus, good service outcomes. Conversely, the ineffective practice of Human resource development can result in different problems such as reduced employees aspiration to learn and apply new skills, decreases employees productivity low morale, higher worker turnover and low performance of an organization (Edgar and Gear, 2005).

Problems in Human resource development system appear when the capacity building practices are failed to accommodate the employee's needs. The ineffectiveness of Human resource development in sport organization is caused by lack of good governance, sponsorship for education, salary, lack of financial resources, low performance and role conflict (Habib, 2012; Wachira et al, 2012). Hence, improving employee's satisfaction is vital through upgrading their skills knowledge and attitudinal behavior (Edgar and Geare, 2005).

In this regard the Ethiopian Federal civil service proclamation No. 515/2007; indicate that Human resource development is the critical issues to deliver the required service to the public. This is because the implementation of government policies and strategies is highly dependent on competent, qualified and skill full employees including the sports office. When the capacity of the civil service to discharge its responsibility is low, the implementation of government policies and strategies will fall in a trap.

According to (Edgar and Geare, 2005; Markos, 2013) the public sector reform program in Ethiopia has shown some improvements particularly, in the areas of civil service both a federal and regional level. But the reform program is entangled with different challenges such as lack of aligning Human resource development to strategic priorities, developing employee's capacity, lack of positive workforce attitudes, accountability, transparency, and low level of Human

resource development(Habib, 2012). In this regard, the empirical study was conducted. inTigray region, showed that little attention is put on Human resource development function because of lack of proper training and development in public sectors including sports offices, issues like performance assessment, and Human resource development critical challenges were not addressed. However, in study area practice and challenges of Human resource development HRD what the above researchers investigated are not addressed. The findings of the anther researcher's are May or may not be applicable in the area due to different factors. Also, there is no published work regarding HRD practice and challenge in the study area.

Therefore, depending on anther finding and facts this research tries to investigate the practice of HRD in context of north shewa zone sports office selected woreda and forwarding or suggest remedial action for responsible bodies depending on the findings to be productive and competitive in this global world. Thus, providing an effective human resource development is required to enhance both employees and organizational competitiveness and development.

3. Research Question

This study was trying to answer the following basic questions:

1. What is the current employee's attitude (understanding) towards the concepts of human resource development inthe north shewa zone sports office?
2. Is there an appropriate practice of human resource development in the north shewa zone sports office?
3. What are the challenges of human resource development in the north shewa zone sports office?

1.4. Objectives of the study

1.4.1. General Objective of the study

- The main objective of this study was to assess the practice and challenges of human resource development in the north shewa zone sports office selected woreda.

1.4.2 .Specific objectives of the study

The study was guided by the following objectives:

- To assess the current employee's attitude of human resource development practices in north shewa zone sports office selected Woreda.

- To identify the appropriate practice of human resource development in the north shewa zone sports office selected Woreda.
- To identify the challenges that affect the practice of human resource development in north shewa zone sports office selected Woreda.

1.5. Significances of the study

The general significance of this study was to assess the practices and challenges of human resource development in the north shewa zone sports office.

- ✓ The study will help decision- makers to give due emphasis to the improvement of human resource development to get the best benefit from their capacity.
- ✓ It may help to assess the human resource development practice and challenges as one function of human resource administration.
- ✓ Accordingly, the results of the study are serving as a spring board for north the shewa Zone sports office leaders and human resource management managers to see the current human resource development practices, the problems and solution of the existing problems.
- ✓ Also other concerned experts, researchers and practitioners were benefited from the study.
- ✓ By this, the finding of the study can serve as a source and give some insight for further research in the study area.

1.6. Delimitation of the study

The study was delimited to an investigation of practice and challenges of human resource Development in north shewa zone sports office .The study was bounded at north shewa zone sports office Due to limitations of study resource and time constraint. It only focused on some aspects of human resource namely the practice of human resource Career Development Planning training and development, performance assessment system among human resource development function and challenges that hinders proper application human resource development in the north shewa zone sports office. The study was conducted from November2020 till July 2020G.C.

1. 7. Limitation of the study

This study only focused on the extent to which practice and challenges of human resource development in the north shewazone sports office of Oromia regional state. The samples those taken for this study were restricted due to lack of resource and time shortage to cover. Thus, it has its own impact on the comprehensive of the study. To realize the proposed work and objective the researcher tries its best.

During the progress of the work, the researcher faced much limitation. As it was focused on all Woreda sports offices the researcher face difficulty of gathering relevant data. The respondent is not able to return distributed questioners in time because of a pandemic or coved 19. Also Woreda sport office leaders were busy with pandemic or COVID-19 to aware society about it field work, which it takes two times to meet with them for an interview. And environmental such as the climate and geographical location.

1.8. Definitions of terms

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(Charles, 2006).

Development: means improving the existing capabilities to the human resources in the organization and helping them to acquire new capabilities required for the achievement of the organization as well as individual goals(Jackson, 2010).

Human resource development:-is a framework for helping workers develop their personal and organizational skills, knowledge and abilities to meet current and future job demands(Deb, 2010).

Challenges:- for this study challenges are obstacles or impediments that hinder the effectiveness of human resource development practices in the selected sports offices(Isaac,2013).

1.9. Organization of the study

This study is organized in five chapters. The first chapter of this study deals about the introduction of the study in which it incorporates back ground of the study, statement of the problem, research question, objectives of the study - significance of the study, delimitation of the study, limitation of the study and definition of operational terms. Chapter two of this study is about the review of different related literature. Chapter three deal with research methods, material, and procedure. Chapter four contains data presentation, analysis and interpretation and chapter five focused on summary, conclusion, and recommendation of the study respectively. Finally references and appendixes are incorporated in this study.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Relation of sport and HRD

Sport is a decisive factor in human life since the preservation of our life quality and health depends on our sports activities at an individual level. Also, sport socially plays a significant role as a medium which is transmitting social values and forming the community.

Sport activity comes into increasingly closer contact with the business sphere; its profit-making ability has been proved thus sport can become a dynamically developing and key sector of the economy-(Bácsné, 2015) In the present international context, sports are becoming more commercialized and sports organizations have become more competent in recent years. There is no doubt that the appreciation of human capital is now worth handling seriously in case of sports as well. On the one hand, sport integrally takes part in spending the work- or free time of the citizens; on the other hand, sport is simultaneously business- and non-profit activity from an economic point of view as well as it is in close connection with the preservation of the citizens' mental and physical health. According to the elite had the necessary income for taking part in the education and enough free time alike.

The sport was built into the elite education and the future leaders were trained by determining and implanting such values which can be developed well using sport. Nowadays, sport is for everyone and is an integral part of everyday life. The human factor is particularly determinative in the field of sports because the human performance is decisive beyond the sport performances; at the same time, the existence of different material-technical conditions is not negligible in any case.

According to (Khasawneh,2011), Organizations should invest in their human resources to operate the organization effectively and efficiently. "HR has much more to do with sport than we can imagine. As in the business sphere, the selection of talents and the supports players are now performed by scientific methods" - said(Antal Gubicza,2011)), ' roundtable debate "Present and future of HR in sport life". Gubicza is a specialist who has significant professional -managerial achievements in wrestling, karate and skiing as well (Paraszt, 2008)Significance of connection between sports organizations and HR is reinforced by (Zeng and Hu,2017)whose opinion is that there are three orientations for studying the performance of sports organizations

in the Western countries. Firstly, there is a relation between the performances of sports organizations and the practice of human resource management, secondly, there is a connection between the operations of HR systems and the performances of sports organizations, thirdly there is a relationship between the human resource management fit effect and the performances of sports organizations.

The most important functions of human resource management have considerably expanded over the past decades. In addition to the business sphere, the HR researches have appeared in other fields of activity and their role and significance has grown. The traditional functions have expanded and, responding to the changing environmental effects, increasingly new functions have come to the fore, inter alia, career-, talent-, work experience-, generation- and diversity management.

Today, sports organizations use a strategic approach to HR as a critical method to manage their HR for effective and efficient operation, (Weerakoon, 2016).

In their research, (Z Unlu et al. (2012) have compared the human resource management practice of sports organizations to the HR practice of other service enterprises along with nine functions which are as follows: labour force planning, employees' selection and placement, training and development, career planning, performance evaluation, payment, protection, discipline and separation.

They have determined that sports business hospital's human resource managements' application situation of labour force planning and payment functions are low but all other functions' application situation at hospitals are higher considering sports business. Based on (Sterbenz et al. ,2012), The sport managers, sport organizers are responsible for the personal resources in the sports organizations.

2.2. The Concept and Overview of Human Resource Development

In the sport industry, the forward - looking management is one which provides an opportunity for the development of human capital(Noël et .al, 2004), employees can be best partners in any enterprise if they are maximally developed and when they reach their optimum potential

Human resource development is a continuous process with set systematic and planned tasks in which sport organizations design to provide its members with an opportunity to learn necessary skills to meet short and long term organizational goals(Harries et al, 2006).Similarly,(Harries al, 2008).Described Human resource development as a well-organized learning activity to improve sport organizational performance and personal growth organized by an organization.

Furthermore, (Deb ,2010)stated that it is not sufficient to address people as a strategic asset of the sport organization but to believe that they are the real and the most important asset of any organization and workers with their potential bringing oversize value. Hence, to be a survivor in the present scenario of competition, the sport organizations must design some appropriate Human resource development strategies to build their work force in an organized manner. Thus, Human resource development is a subject playing paramount significance at a national level and it is much more of sensitive issue that due attention should be given by both developed and developing countries to attain sport organizational development through modernizing its employees skills.

2.3. Historical Perspective of Human Resource Development

As indicated by (Rao,2005). The early part of the century witnessed a concern for improved efficiency through careful design of work as indicated by (Charless,2007). The emphasis of improved efficiency had been shifted to the availability of the managerial focused on the demands. These encompass technical personnel responses to the new legislation and regulatory framework of the government increased concern for the quality of work. Human resource development has been growing at a very fast pace in the recent past.

Therefore, the intended purposes of Human resource development efforts are to gain competitive advantage through a superior workforce(Harris, 2008). As stated by(Rae,2005).Human resource development concept has passed the following seven chronological sequences the first one is the commodity concept in which Human resource was seen as a commodity that could be bought and sold wages were decided based on demand and supply forces. Secondly the factor of

production concept that labor is treated as any other factors of production the third one is the good will concept is state's welfare measures like safety, first aid, rest room to boost up the morale of employees, and enhancing their performance in the organization.

The fourth concept is the paternalist in which management assumes a fatherly and protective attitude towards the manager and signifies to satisfy's various needs of employees. Fifth, the humanistic concept which deals about how to improve the productivity, physical, social and psychological needs of workers. The sixth concept is about human resource concept which considers employees as the most valuable assets of an organization and continuous efforts to realize organizational goals and aspiration of workers. The last concept is the emerging concept HRD it states about how employees should be accepted as partners in the progress of an organization to have a feeling that the organization is their own.

2.4. Components of Human Resource Development Practice

Human resource development is important for matching the individual skill with organizational needs (Jacobs and Jones, 1995). Human resource development promotes the dignity of employment in an organization and provides opportunities for team work and personal development need for a career development. Human resource development components which are important for better functioning of a given organization are the following.

Training and development: according to (Jacobs and Jones, 1995). Training and development constitute an ongoing process in any organization. "Training is the formal and systematic modification of behavior through learning which occurs as a result of education, development and planned experience. "in contrast, staff development refers to the development of supporting technical and professional staff in organization in which such staff form a large proportion of those employed. It aims is to enable such employees to perform their current and future role effectively. In general training and development is very vital because of data information and technology, the need to update the employee's to adjust to a very fast changing environment is critical for the organization to compete, survive, and excel.

Moreover, gaps in knowledge, skills and attitudes can be filled in training and development. Training can be given internally and externally. Internally, could be on the job at the work station

and off- the job through lecture and demonstration, while externally, by universities and colleges to develop depth expertise(Charles, 2006).

Organizational development (OD): it focuses on the performance of the organization as a whole(Habib, 2012). According to (French and Habib, 2012). Bell ,1999). it is a long-term effort supervised and assisted by top managers, to improve an organization’s vision learning and problem- solving processes. As outlined by (Habib ,2012) this can be done through an ongoing, collaborative management of organization culture to enhance the effectiveness of an organization and the well being of the workers.

Career development (CD):-(Kebede and smbavaima (2013).Argued that no Human resource development function can be acceptable to the people of any organization, if it fails to provide opportunities for individual employees to have bright carrier prospects. It is for human resource development integrating career planning and development with it. Proper career planning also leads to career development. It develops the career of every individual executive, which results in adequate growth of the career development. It develops the career of every individual executive, which results in adequate growth of career of every worker.

Performance appraisal (PA): is of course about performance(Bertucci,2006).defined performance appraisal as the assessment of employees’ job performance levels. An effective performance appraisal system can create competitive advantage by improving worker job performance in two ways: by directing worker behavior toward organizational goals and by monitoring that behavior to ensure that goals are met. “Performance management is defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors.

Performance management is an on-going process, which includes defining role, performance agreement,performance development stage, implementation phase and finally, performance review phase (Bertucci, 2001:475).

To sum up, performance appraisal or management is concerned with performance improvement employee development, satisfying the needs and expectations of all the organization’s stake holders-owners, management, employee's, customers, suppliers and the community. Finally, it is

concerned with one communication and involvement. It creates an environment in which a continuing discussion between managers and the members of their teams takes place to define expectations and share information on the sport organization's mission, values and objectives.

2.5. Strategic Perspective of Human Resource Development

Human resource development is seen as human capital that sport organizations should protect core competencies through investment in training and development because the value of employees to the organization has pertained to the uniqueness and value of their capabilities and skills (Sambasivam and Kebede 2013). Human resource development is well achieved through a strategic approach, a position consistent with resource-based and human capital strategies to meet sport organizational goals. This enables the organization to mix different knowledge components, connect previous and current knowledge and combine internal knowledge to ensure sustained and continuous competitive advantage.

Human resource development as a development policy process which includes formulation, adoption and implementation of policies, the monitoring of their effects and their adjustment followed by organizations (Deb, 2010). Policy makers need to define explicit policy objectives based on a rigorous analysis of the initial situation and of the feasibility of change in the short, medium and long term. As stated by the same author in any organization, explicit objectives, supported by the public are crucial. These put policy-makers in a stronger position to negotiate with the stakeholders to shape HR policies.

At the macro level, Human resource development requires a mix of strategies to achieve its objectives (Anyim et al., 2012). If it is need-oriented stakeholders must be involved at all stages of the policy making, from problem identification and needs assessment, to the definition of objectives and priorities as well as of strategies. Therefore, planning, coordinating of policy-making, regulation, monitoring and information are also strategically important to the well-functioning of Human resource development.

2.6. Processes of Human Resource Development Practice

(Harrist et al., 2008) Identified five Human resource development processes which encompass needs assessment identify and design objectives, implementing actual programs and conducting evaluation and follow up:

2.6.1 Needs Assessment

This is the first task that sport organizations to identify human resource development needs (Charles,2006) Since human resource development is a need- oriented efforts determining the level, type and duration of the training and development is of prime importance at this stage of the process. Therefore, the dominant framework for identifying sport organization's Human resource development is needs assessment focusing on organizational analysis task, analysis, and person analysis.

2.6.2. Identify and Design Objectives

Once Human resource development needs are identified, the next process is to establish objectives is a specific outcome that the worker capacity building program is intended to be achieved(Sundararajam, 2007) .

2.6.3. Instructional Methods and Media:

The instructional method and media depend on the program content and in turn developed by human resource development need identification and established objectives (Wachira,2012). The objective is to teach a specific skill, provide needed knowledge, or try to influence attitudes the content, method and media must match with the job requirement of the sport organization and the learning style of the participant.

2.6.4 Implementation of the Human Resource Development Program:

As (Harris et al ,2006) Human resource development program is aimed at enabled sport organizations to achieve objectives and the programs are set up after having clear-cut objectives in mind. Moreover, providing answers to questions like what skills are going to be taught, what kind of worker development is sought, what long- or short-term objectives are proposed will determine the design and details of the programs.

2.6.5 Evaluation and Follow up: -

The final phase of Human resource development program to verify the success of the program, i.e. whether employees in the program do the jobs for which they have been equipped(H Bertucci. 2006). It is most interpreted in demining the efficiency and effectiveness of a program with the desire goals and objectives.

Human resource development is doing an investment in people to update their competence. As indicated by(H.Bertucci, 2006); The major reason for management investment in Human

resource development program is that to capacitate employees to perform better to meet sport organizational objectives, therefore, evaluation is a crucial mechanism to assess the effectiveness and efficiency the sports organization.

2.7. Principles of Human Resource Development

The principles stated below must be kept in mind while framing a Human resource development system to have proper and regular development of the human resource in every sport organization.

2.7.1 Development of Organizational Capability:

According to (Deb, 2010) the whole the development of employees and the organization are the basis of the ideal human resource development system. The competencies include overall development of the work force in all aspects, such as: technical, psychological, physical, or moral development should be in an organized manner.

2.7.2 Potential Maximization

Human resource development systems play an important role to identify the employs” hidden potential that enables them to be competent enough to utilize their ultimate knowledge that can help to achieve organizational objectives(Habib, 2012).

2.7.3 Autonomy Maximization

This is the degree of independence offered to employees at work so that they could be able to handle their responsibility to some extent. A proper human resource development system must provide a certain level of autonomy to its workers enabling them of handling duties on their own (Sambasivam, 2013).

2.7.4 .Maximum Delegation:-

This principle implies that in sport organization responsibility delegation i.e sharing responsibilities of authorities with subordinates should be prevail to develop a cohesive and a congenial environment (Deb, 2010).

2.7.5 .Participative Decision Making:

According to (Habib, 2012) This shows that top managers should encourage the participation of their subordinates in the system of human resource development to create a favorable working environment where the workers are free to discuss their issues and their suggestion should be welcome.

2.7.6 Change Management

As to this principle though usually people resist change, it is the inevitable thing in this universe. To be tough in the competition in sport organization and its human resource need to be as much flexible in getting itself adapt to the changing scenario. The balance between the sport organizational culture and the changing culture is maintained through HRD system(Deb, 2010).

2.7.7 Periodic Review

According to(Sundararajam (2010), this indicates that training and development, career planning and development, performance and potential assessment, counseling of Human resource development functions that should be reviewed and renewed regularly at certain periodic intervals to capacitate the workers is sports organization.

2.8. Benefits of Human Resource Development

Henry ford the pioneer in the field of management states, “Take out my building, take out my machines and all capital but leave my men with me I become Henry ford again” this statement of Henry ford highlights that human resource plays a crucial role in an organization (quoted in (Wachira,2012). In this competitive globalization Human resource development has an immense function in meeting the challenging requirements of highly competent and skilled human resources. In this regard, the component of human resource which transforms other resources to be productive can benefit the growth of the country(Gupta, 2008. Therefore, Human resource development fosters individual capability through practices strengthening sport organizational capacity to achieve a competitive advantage.

A study by (Haslinda,2009a) revealed that the purpose of human resource development is said to capacitate the nature and extent of human resource development activities being practiced in a given sport organization. Its purposes are centered on learning and performance perspective both benefiting the individual and the interests of stakeholders. In a wider sense, the purposes Human

resource development centered on economic, social and ethical benefits, human resource development centrally focuses on training, development and learning with the organization for individual development to achieve sports organizational strategies and competence.

The role human resource development is crucial in promoting and sustaining growth and contributes significantly to economic development in term of increased employees productivity and plays a dominant role to make the economy more innovating productive and competitive through the existence of more skilled human capability (kasim ,2003) . Human expertise is developed and upgraded through Human resource development processes and should be applied for a mutual long term and short term benefits therefore, Human resource development is considered as the key to better relations and greater profitability and higher productivity for sports organization.

2.9. Challenges for human resource development

An emerging knowledge economy creates major challenges for Human resource development. The following are the major challenges that confront the Human resource development function is sports organizations in meeting their objectives.

2.9.1. Aligning Human Resource Development to Strategic Priorities

Strategic human resource development arises from a clear vision about people's ability and potential to provide a competitive advantage to an organization(Sambasivam and Kebede, 2013) . It is drive by the sport organization's goals operates within these goals to develop human capital and is thus a purposeful way of matching people to the organization the central focus should be to expand the learning capability that generates the knowledge base of the organization and enhance both competitive and collaborative capability(Harris, 2008)

2.9.2 Building Knowledge Productive Learning Culture

The effectiveness of Human resource development in contributing to culture change rests on its practitioners alertness and responsiveness(Ahrris, 2008) ;-That means, in practice managers and other employees need to know the production of relevant interventions that can form part of the culture- new context. To do this, they require a deep knowledge of culture, of its historical roots, and its typical impact on workplace behaviors and performance.

2.9.3 Developing Managerial and Leadership Capability

The other basic challenge is that the sport organization faces in meeting their desired goals. In knowledge economy managers and team leaders increasingly have to master strategizing, organizing and Human resource development processes relevant to innovative sport organizational forms (Harris, 2008). Hence, Human resource development professionals should design and help to implement management development strategies to build interacting types of core competences like: strategic capability, flexibility and learning orientation.

2.9.4 Upholding Cultural Values and Norms

If a developing country is to succeed in developing skills of its human resource, in a way that serves its real and correct development needs most effectively, its plan must respect the cultural values and norms which people are strongly attached to(Habib,2012). It is therefore essential that government administrations be careful when reviewing its development options, not to ignore the fact that the attitude and reaction of people toward its Human resource development plan(Wachira et al,2012).

2.9.5 Understanding of Different Needs and Interests

The best national Human resource development plan is one that is designed to serve the special needs and interests of the country and its sectors(Wachira et al,2012). Hence, National Human resource development planning should be objective, providing means to eventually set the stage for the achievement of priorities, goals, and interests that truly make a difference as far as the fate of the country and the wellbeing of its people are concerned(Habib,2012). Therefore, planning is not a chance for planners only to show professional and skillful they are but also how ethical, realistic and precise their judgment and choices can be.

2.9.6 Allocating sufficient financial resources and using it wisely

Financial resources are available by a limited amount. But the amount must be adequate to achieve the goals of Human resource development also it is essential not to miss the financial resources. In short, the failure to continue the Human resource development course of action after starting it must not be allowed. It is very important to be able to continue financing Human resource development at all times and regardless of volatile swings in financial budget levels (Habib ,2012). ;

2.9.7 Developing Comprehensive Human Resource Strategy

As indicated by (Wachira,2012) the best national Human resource development is one that is part of a comprehensive national Human resource strategy. Good national Human resource strategies begin with identifying national work needs and work requirements. Strategic planning is the best means through which selection can be made. Also, effective human resource strategy provides for Human resource development programs that invest in learning through training.

According to (Harrison and Kesse,2004) the identification of training needs and policy; and the details relating to training content, scope and overall thrust should be entirely in the hands of those who will supervise its beneficiaries moreover, career- broadening should be a prime focus in Human resource development programs to secure flexibility to quickly adapt to changes in the work environment. Therefore, effective Human resource strategy provides for effective Human resource development through competition among workers for career progression, the effective performance review process for knowledge transfer and effective leadership:-

2.9.8 Utilizing Human Resource Assessment Technology to plan Human Resource Development

Human resource assessment technologies have developed to a very advanced stage now a days. It can be beneficial, initiate a particular Human resource development program. Such system is designed to assess the selection, assessment, development and coaching of employees(Habib, 2012). The system is best used in conjunction with a process whereby employees experience, education, qualifications, competence and trainability can be assessed.

2.9.9 Promoting Positive Work Force Attitudes toward Human Resource Development

An attitude is a psychological stand of a person with an issue. National Human resource development programs need to be designed with the recognition that members of work force attitudes toward Human resource development constitute essential factors for Human resource development success. As Positive attitudes among members of the work force constitute a condition for absorbing the programs requirement; and that is important for smooth program, execution. It is central that work force members realize their personal needs for change and improvement, and be conceived of the direct and clear link between these needs and the designed Human resource development programs (Habib, 2012).

2.10.10 Accepting Modern Technological Changes and Developments

According to As (Wachira et al, 2012) technological advances are changing the way people doing things. Current requirements are for more professional and technical tasks and fewer activities. Therefore, national Human resource development programs need to be built on realization that flexibility, skills, and professionalism are essential requirements to face up to modern work challenges.

Since the nature of most aspects of nowadays work requires a high level of skill and versatility Human resource development programs in developing countries should be commuted to invest heavily in training and career development (Wachira et al.,2012) . To do this utilizing knowledge and experience accumulated locally, intensifying training of the work force in up-to- date skills necessary for planned assignments, developing long-term career potential and creating a positive work environment which motivates and promotes productivity are crucial.

2.9.11 Creating Positive Working Environment

According to (Wachira et al.,2012) the creation of a positive work environment is an essential requirement in every organization to upgrade Human resource development. This ensures that employees have a strong sense of their value and contribution. It should encourage commitment to employees part increase retention, and facilitate mobility and versatility. Government sports organizations should promote national Human resource development practices indicative of their emphasis on creating a positive work environment. As a positive work environment encourages, with caution risk- taking; allows for flexible work schedules and offers different options

2.9.12 Sustaining the Effort

Human resource development is not one going effort. It is an ongoing process. Government sports organization concerned with Human resource development should on an ongoing basis, review, discuss and monitor the identification of changes in work force development and training needs (Habib, 2012) .

2.10. Human Resource Development in Ethiopia Context

As indicated in federal civil service proclamation No. 515/2007 in Ethiopia under capacity building human resource development needs consorted and integrated efforts which are taken as critical to enhancing the capacity of the civil service to implement government policies and

strategies effectively and efficiently. Human resource development is the major task for scaling of best practices and to promote activities in the sports service delivery system.

To establish government structures with strong implementing capacity needs cautions Human resource development for implementation of the civil service reform program (CSRP) at all levels of the government structure is important issues(Adebaby and prinks, 2010). To strengthen the reform agenda; awareness creation is one that civil servants develop an attitude towards serving the public. To understand the government's policies and strategies and capable to implement government by ensuring efficiency, effectiveness, accountability and transparency Human resource development plays a dominant role in the sport and offices.

The government is giving due attention to Human resource development. To these various measures including legislative frameworks and establishing modern Human resource development system will be taken to upgrade the implementation capability of the civil service on top of the leadership development programs. Hence, Human resource development program enables civil servants responsive to public demands to implement government policies effectively. According to (MoFED,2012) Survey some of government institutions have shown gains in efficiency and effectiveness. However, most sports institutions.

2.11. Theories of Human Resource Development

Human resource development in the organizational context has been borrowed from other disciplines such as psychological theory, economic theory, and systems theory(Deb, 2010). A theory is a general statement or set of related statements about cause and effect, actions and reactions. The main purpose of discussing these various foundations is to acknowledge the fact that Human resource development should continue to develop as a discipline and the integration of economic, psychological and System theories serve as a unique theoretical foundation of Human resource development(Baradous, 1997).

2.11.1. Economic Theory of Human Resource Development

Business traced its roots in the early stages of human civilization in one form or the other every business activity is necessarily an economic activity. To give and to take has been the two aspects over which the base of business lies. In the earlier period, it was carried out on individual basis, but with time it turns out in the shape of a formal An organization is an organic entity through which business is carried out primarily for achieving economic objectives of the

organization. Moreover, the economic theory holds a critical position in the evolution of the concept of human resource development in the context of an organization. Economics is the study of how scarce resources are optimally utilized and how these scarce resources are allocated. It consists of certain concepts of efficiency which could help in designing a framework for ensuring maximum societal well-being. Thus, economics is considered to be one of the theories of human behavior (Deb,2010).

2.11.2. Psychological Theory of Human Resource Development

This theory asserts that the behavior and mental process of employees and their effect on organizational system performance. For an organization to be effective and well-organized in the competitive edge and global scenario, it must take great care of maintaining a cohesive working environment. This is undertaken where the working conditions are integrated with the talents and skills of the Human resources.

The application of psychological tools to solve problems of the employees working in the organizations facilitates their integration with the organizational climate and results in enriched and enhanced performance. This theory operates at the individual level as well as at a group and the organizational level. It explains the way how the perceptions, attitudes, behavior of an individual can affect the technologies, internal sub-systems, processes, goals, and objectives of the organization. Therefore, understanding the psychological perspective is critical to organizational performance (Deb,2010).

Because it brings key skills and perspectives that effectively facilitate change in culture and shifts in strategy to address the complex challenges and risks facing organizations. Moreover, to nurture the organizational effectiveness, there is a need to strike a balance between the individual needs and goals with that of the organization. Human considerations such as adapting with the dynamic changes of time, organizational decisions based on the performance of the workers, perceived equity has an immense impact on individual performance and ultimately over organizational performance (Passmore, 1997).

2.11.3. Systems Theory of Human Resource Development

It sees the world in terms of „systems“ where each system is a „whole“ that is more than the sum of its parts, but also itself a part of a larger system. System theory is the trans-disciplinary study of the abstract organization of phenomena, interdependent of their substance type or spatial or temporal scale of existence. This theory is an interdisciplinary field which studies the systems as a whole and explanation of how the interrelationships among inputs, processes, outputs, and feedback affect internal subsystems with set goals derived from and that contribute to the mission of the overall system(Randall, 1987 &Torraco, 1999).

According to (Lynhamet al., 2004). organizations interact with the external environment and maintain a synergy between the internal affairs of the organization and the external environment; it is termed as an open system based on the assumption that an organization or an individual cannot develop in a vacuum. Therefore, organizations have to expose themselves to the external world for growth and development.

2.12. Empirical Review for Studies

A study by(Lynhamet al.,2005). entitled with human resource development in a selected public enterprise in India has dedicated the knowledge in and often neglected area human resource development in public sector enterprises. The researcher has assessed the efficiency of human resource development processes undertaken in the selected study areas. The study identified the key problems that occurred during implementation of Human resource development programs and ascertained the attitudes of employees towards these programs.

The study found that no much worthwhile work will be done in the study areas for developing and upgrading the competencies, skills, knowledge, abilities, experience, welfare, motivation, career development of employees(Sundararajam 2009). has observed the emerging trends of human resource development practices based on a survey of employees working in a few cooperative organizations the overall human resource development climate as neither good nor bad. The study identified that the employees have shown an unfavorable attitude towards human resource development policies and practices.

The researcher said that human resource development climate should be improved in the competitive environment. As the overall conclusion indicated by the study human resource has not been properly implemented. The study carried by(Ganesh, Anjali 2007). Concerned with training needs identification in the public sector has identified that evaluation of training activity is very important namely in resource deployed and inputs provided. To make training conducive, goal- oriented, need-based, cost- effective and duly modified from time to time based on evaluation procedures require critical need identification.

The researcher more indicated that the quality of training depends on the expertise of trainers, training methodology, training needs analysis, training evaluation procedures, supportive policies, and strategic objectives. Moreover, the study found out the workers'' lack of an attitude towards training and training endeavors did not yield the best results. Finally, the research concluded that the employees'' attitude, trainers'' competence level, teaching methodology and top management support in conducting need base training play a vital role in organizational success.

Study survey conducted by(Thakr,2007). towards performance assessment as a tool of human resource development in a few organizations. The researchers have found certain weaknesses and strengths of the system. They suggested that some measures for achieving the objectives of the performance assessment system. They stated that many of public organizations have tailored their assessment systems efficiently manage the performance human resource development in the era of intense competition; however, many changes have not been made in the system.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

The research design for this study was cross-sectional survey design -A research design as to (Bryman,2003)-gives a frame work for data collection and analysis of data in conducting a research. This design was selected because it can provide sufficient information concerning the practices and challenges of human resource development of the study in Oromia Regional state North Shewa Zone Sports offices Selected Woreda.

3.2. Study area

The studies were conducted in Oromia Regional state North Shewa Zone, this Zone is one from 21 Zones of Oromia Regional State that is found About 112km to the North of Addis Ababa North Showa Zone comprises of 12 Woreda and 1 Town Administration its Capital City is Fitcha. It shares borderline with Amhara Regional States in the North, in Southwest Shewa and West and with an estimated area of 929,085 hectares.(North Shewa Zone 2015 Agricultural office report).

This zone has slightly varied in infrastructure and socio-economic status. Based on the statistical report of North Shewa Zone population and housing census results, (2007) the zone has a total population of 1,427,525 of which 714,632 were men and 712,893 were women (CSA, 2007). North Shewa Zone has three different climate Zones. Namely, Degas (42.18%),Weyina dega(34.82%) and Kola (23%) according to North Shewa Zone 2015 Agricultural office report.



Figure 3.1 Source: Arc Map Computation (2020)

3.3 .Sources of data

The source of data for this study were both primary and secondary. Depending on the source, data can be classified as primary and secondary data.

3.3.1. Primary Data.

The primary data were gathered from North Shewa Zone Sport office selected Wore atop managers or leaders of the organization, human resource managers and sport experts (employee's) at respective Woreda North Shewa Zone through questionnaire and structured interview since they can give first-hand information regarding human resource development.

3.3.2.The Secondary Data

The secondary data sources were used to acquire important data or information from different documents such as the human resource plan and report of North Shewa Zone Sports office and Selected Woredas such as Warajarso, Kuyu,, Dagami , Gerarijarso, Wuchale and Alaltu Woreda Sports offices.

3.4. The population of the Study

A population can be defined as all peoples, items or (-units of analysis-) with the characteristics that one wishes to study. The unit of the study may be a person, groups, organizations, community, country, object or any other entity that you wish to draw scientific inference about (Creswell, 2008).The total population of this study was a top manager and leaders of the organization, human resource manager and employee's in 12Woredas and one town administration working currently in offices as shown in table 1- Therefore the total populations of the study were 122 employee's(respondents) 98 males and 24 females.

Table 3.1: Populations of the Study of North Shewa Zone Sport office

No	Population	North Shewa Zone Sport office		Total
		sport office leaders and human resource managers.	Sports experts.	
1	Warajarso Woreda sport office	2	10	12
2	Kuyu, Woreda sport office	2	9	11
3	Dagami Woreda sport office	2	11	13
4	Debralbanose Woreda sport office	2	4	6
5	Gerarijarso Woreda sport office	2	10	12
6	Gulale Woreda sport office	2	6	8
7	Wuchale Woreda sport office	2	9	11
8	Jidda Woreda sport office	2	6	8
9	Qimbibiti Woreda sport office	2	5	7
10	Alaltu Woreda sport office	2	10	12
11	Abote Woreda sport office	2	5	7
12	Dara Woreda sport office	2	5	7
13	Fitche town Administration	2	6	8
Total		26	96	122

Source: north shewa zone sport office, 2020

3.4.2. Target Population of the Study

The target populations of the study were a top manager or leader of the organization, human resource manager and sports expert (employee's) in North shewa zone sports office from 12 woredas and one town administration six (6) Woreda selected for this study by using random sampling techniques .Moreover,42 sports expert (employee's) 6 top manager or leader of the organization and 6 human resource manager were involved as the target population.

Table 3.2: Target Population of the Study

No	Population	North shewa zone sport office		Total
		sport office leaders and human resource managers.	Sports experts(employees)	
1	Warajarso Woreda sport office	2	7	9
2	KuyuWoreda sport office	2	9	11
3	Dagami Woreda sport office	2	7	9
4	Gerarijarso Woreda sport office	2	5	7
5	Alaltu Woreda sport office	2	8	10
6	Wuchale Woreda sport office	2	6	8
	Total	12	42	54

Source: Developed by researcher,2020.

3. 5. Sampling size and sample Technique.

The sample size of each target population was determined by what (Kothari-;2004:58);-Which suggest, “the ideal sample size of a target population was large to serve as an adequate representative and small enough to be selected economically in terms of both time and complexity of analysis-In North Shewa Zone Sports office, there were 12 Woreda and one town Administration Sports offices, each of which has different numbers of employees with a totalof122 respondents,- In this study54 (46%)from 6 Woredas respondents, 42 sport experts, 6 top manager and leader of the organization, and 6 human resource manager was included. The selection of 6 Woreda sports office was conducted by simple random

sampling techniques. This sampling technique was selected because it gives an equal and independent chance for all Woredas sports office in the define population of being select as a sample.

Table 3.3: Sample size and Sample techniques.

No	Subject	Population	Samples	Sampling techniques
1	Total leaders, and human resource managers of Warajarso, Kuyu, Dagami, Wuchale ,Alaltuand Gerarijarso Woreda sports office.	12	12	Purposivesampling techniques.
2	Total employee's or sport experts of Warajarso, Kuyu, Dagami,Wuchale ,Alaltuand Gerarijarso Woreda sports offic	59	42	Random sampling techniques.
	Total	71	54	Both sampling techniques

Source: Developed by researcher, 2020.

3.6. Data Collection Instruments

To collect the data necessary for analysis, the researcher used, questionnaire, and interview. The detail of each data collection instruments discussed as follows:

3.7.1 .Questionnaire

The questionnaire provided the researcher with an increased likelihood of obtaining complete and precise information (Zikmund, 2003).Questionnaires were implemented to provide quick, inexpensive, efficient and accurate means of assessing information about the population. For the questioner domain 42Sports expert (employees) selected by random sampling techniques 6 manager or leaders of the office and 6 human resource manager respondents selected by purposive sampling techniques. All the questions were prepared from literature based on Likert scales principles. The instrument used after a pilot test was conducted to ensure the quality of the instruments.

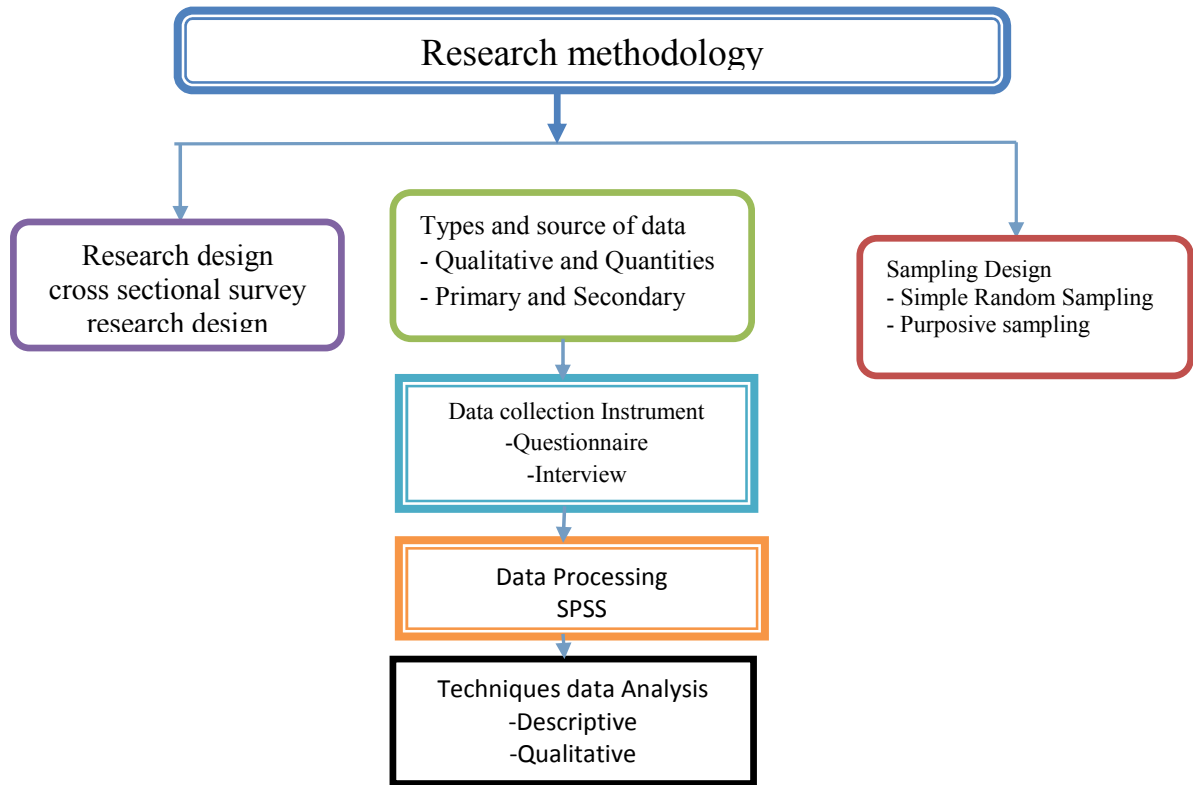
3.7.2. Interview

The interview was like a conversation and has the purpose of obtaining information relevant to a particular research topic (Kumhar,1999).In this study the researcher was choose structured interview. Because this method of interview helped the interviewee to address issues which was far-reaching by the interviewer. The researcher was attending seriously the interview by closing mouth because it is important to share information about the researcher idea, to build trust and get the conversation going.

On the Interview domain, the researcher selected respondents by purposive sampling techniques 6 managers (leaders) of the organization who lead the sector to get in-depth information on the practice and challenges of human resource development.

3.8. Methods of Data Analysis and Presentation

After the collections of all necessary data, both quantitative and qualitative techniques were employed to analyze the data. The data collected from the questionnaire were analyzed through quantitative descriptive statistical tools such as percentages and frequencies, mean, standard deviation; standard means error using SPSS version 20. While qualitative data were collected through interviews analyzed as a form of narration, explanation, and thematic categorizations in sentence form. Finally, the results were discussed and interpreted to draw important conclusions and recommendations.



Source: Own design (2020)

3.9. Pilot Study

This pilot study (pre-test) was carried out with the objective of checking whether the items of the questions were easily comprehensible by the respondents and could enable the researcher to gather the required information. In other words, before the administration of the questionnaire to the respondents and collection of the actual data, the pilot test was conducted at Abote Woreda sports office. This Woreda selected since it has some common characteristics with the sample of the study area.

Accordingly, the draft questionnaires were distributed to sample respondents with selected Woreda. After the questionnaires were filled and returned, the validity and reliability of the items measured by using Cronbach's Alpha. Finally, in accordance with the participants, response, the instruments improved by correcting the vague and in appropriate items.

3.9.1 Reliability

As stated by (Yilak,2018), the reliability test is an important instrument to measure the degree of consistency of an attribute which is supposed to be measured. As stated by (Mahon and Yarcheski 2002), the less variation of the instruments produce in repeated measurements of an

attribute the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool.

Cronbach's alpha is one of the most accepted measures of reliability. It measures the internal consistency of the items in a scale. It indicates that the extent to which the items in a questionnaire are related to each other. It also indicates whether a scale is one-dimensional or multidimensional. The normal range of Cronbach's coefficient alpha value ranges between 0 and 1, and the higher values reflect a higher degree of internal consistency. Table 3.4: Cronbach's Alpha reliability tests for questionnaires

Table 3.4: Cronbach's Alpha reliability tests for questionnaires

No.	questionnaires Items.	The number of questionnaires in each item.	Cronbach's Alpha test
1.	The understanding of the Human Resource Development	4	.758
2	Career Development	4	.822
3	Performance assessment	5	.829
4	Training and development	4	.774
5	Organizational development	4	.753
6	Organization how HRD is administered	4	.818
7	Challenges of Human Resource Development	6	.832
	Total	31	.782

Source: Own survey result, 2020

As table 3.4 above revealed that, the Cronbach's coefficient alpha was calculated for each description of the item of the questionnaires. The depicts that the values of Cronbach's Alpha for each field of the questionnaires and the entire questionnaires. Result show for each field value of Cronbach's Alpha is in the range between (0.758-0.832) This range is considered as high; the result ensures the reliability of each field of the questionnaires. Cronbach's Alpha equals 0.782 for the entire questionnaires which indicate very good reliability. Therefore, based on the test the results are reliable.

3.10. Ethical consideration.

The study was dealt with the ethical issues; it can protect the privacy of research participants and make guarantees and confidentiality in the risk of harm because of their participation. Therefore, the study was conducted according to Jimma University rules, policies and codes relating to research ethics. The protocol was approved by the University guidelines, and verbal consent was given and inform to the concerned bodies. Permission was obtained from the department of sports science.

CHAPTER FOUR

4. DATA ANALYSIS INTERPRETATION PRESENTATION, AND

1. Introduction

This study tries to investigate the practice and challenges of human resource development in selected woreda of north shewa zone sports office. This part of the study deals with the presentation, analysis and interpretation of the data gathered through instruments of data collection, namely, questionnaires and interview from employee's (sports expert), human resource managers and leaders in the office in line with state objective help to draw conclusion and recommendation.

It includes response rate of participants, respondent characteristics in terms of sex and age, by marital status, educational level and work experience, of practice and challenges of human resource development in selected woreda of north shewa zone sports office. Practice and challenges of human resource development which include practice of human resource planning, training and development and employees performance assessment system and challenges of human resource development in north shewa zone sports office.

2. Background Information of Respondents.-

In general 54 respondents were participated in this study. among which,6 were managers (leaders) of the office and they are asked structured interview questions. Forquestionnairedomain42employee's) sports experts and 6 human resource manager of the Woreda sports office open-ended and close-ended questionnaires were distributed through simple random sampling and purposive sampling technique. The distributed questioners were returned with the response. To supplement their responses to interview questions were presented to key bodies of the offices.

3. Demographic information of the respondents

The first part of the questionnaire contains the characteristics of the participants. Thus, analysis of demographic characteristics of the respondents was presented by using a percentage and frequency. It mainly focuses on personal and professional information of respondents, including sex, age, marital status, education level; and work experience that

are presented as in the following tables below.

Table 4.1 Respondents characteristics by sex.

Respondents characteristics	Categories	Frequency	Percent
Sex	Male	35	64.8%
	Female	19	35.2%
	Total	54	100%

Source: Field survey, 2020

The above table 4.1 illustrates the response characteristics in terms of sex. From the table it is easy to understand the following facts. Most of the respondents were males; 35(64.8%) and the rest 19 (35.2%) were females. This implies that the zone sports offices selected woreda were dominated by male employees and female's participation was low as compared to male. Therefore, the Oromia regional state sports commission and north shewa zone sports office should hardwork to increase the number of female in the sector of sports .

Table 4.2 Respondent's Characteristics Age.

Respondents characteristics	Categories	Frequency	Percent
Age	20-30	14	25.92%
	31- 40	31	57.41%
	41- 50	9	16.7%
	Total	54	100%

Source: Field survey, 2020

The above table 4.2 is regarding the age group of the respondents. In this regard, the majority 31 (57.41 %) of the respondents in the zone sports office selected woreda were found in the age interval of 31-40 years, which signifies that the office has mature and well-experienced employees who have productive and potential projection. Following 9 (16.7 %) of the respondents were found in the age interval of 41-50 where as the remaining and 14 (25.92) of the respondents fell under the age category of 20-30 and above 51 on any one respondent .

Table 4.3, Respondent’s characteristics by Marital Status .

Respondents characters ties	Categories	Frequency	Percent
Marital Status	Single	14	25.92%
	Married	39	72.22%
	Divorced	1	1.86%
	Total	54	100%

Source: Field survey, 2020

The above table 4.3 showed respondent characteristics in terms of their marital status. About marital status, as it is indicated in the table above, the majority of the respondents 39 (72.22 %) were married and the rest 14 (25.92%) were single and 1 (1.86 %) and divorced. From this, we easily assume that the presence of a large portion of married employee's decreases the turnover of worker and help to stay permanently.

Table 4.4 Respondent’s characteristics by Education level.

Respondents characters ties	Categories	Frequency	Percent
Education level	Certificate	2	3.7%
	Diploma	6	11.12%
	Degree	45	83.33%
	Master and above	1	1.85%
	Total	54	100%

Source: Field survey, 2020

Based on their educational level majority of respondents, 45 (83.33%) were first-degree holders where as 6 (11.12%) of them were diploma and 2 (3.7%) were at certificate level. Only 1 (1.85% persons respond educational level of master's and above. therefore Oromia regional state sport commotion and north shewa zone sports office should give priority to increasing the capacity of employers by using short and long term training.

Table 4.5 Respondent's characteristics of work experience.

Respondents characters tics	Categories	Frequency	Percent
Work experience	1 year and below	2	3.70%
	2-6	25	46.3%
	7-10	23	42.60%
	Above 11	4	7.5%
	Total	54	100%

Source: Field survey, 2020

Table 4.5 above as well shows the respondent's characteristics in terms of work experience. Concerning work experience of the respondents as indicated in the table the large portion of the respondents 25 (46.3%) was work experience of range 2-6 years. Following 23(42.60 %) were the work experience of range 7-10 years. The remaining 4 (7.5%) were work experience of above 11 years. and 2 (3.70%) had the below year work experience, respectively. Generally, the results of the background information of the respondents indicate that they can clearly understand and respond to the questions provided to them to gather the primary data.

4.3. Decretive results of the research.

4.3.1. Understanding (attitude) towards the Human Resource Development

Human resource development practices can support initiatives such as worker understanding creation. It is possible to say that employees has an understanding of human resource development concepts if they recognize all sub-constructs indicated below as part of human

resource development. Having this lead, the statistical tools such as: mean, standard deviation and standard mean error were used to analyze the results for all sub-constructs stated in the table 4.6.

Table 4.6: Responses on understanding creations towards human resource development (n=54).

No	questionnaire Items	Mean	Std. Deviation	Std. error
1	To encourage training& development from human resource development point of view.	3.36	1.435	.136
2	I decide career planning and development as an essential part of human resource development.	3.12	1.462	.141
3	To acquainted with organizational development from human resource development stand points.	2.54	1.268	.124

Source: Own survey Data, 2020

The results depicted in Table 4.6: shows that the understanding of the respondents towards training & development from human resource development point of view score mean value of the 3.36 with a standard deviation of 1.43. This indicates that the respondents have a good understanding of understanding of towards the practices of human resource development concepts and strategy .

From the result, we can conclude that the employees of the sports office were discussing of training and development as a component of human resource development and they have a good understanding of human resource development from training and development point of view. In addition to this the interviewers also have a good understanding of training and development they may update and develop themselves. Similarly, (Kebede and Smbasivama, 2013), in their study on human resource development found that consistent findings concerning about the understanding of the organizations team towards training and development as a critical human resource development aspect.

As it is also indicated in table 4.6: above, the scored mean value of the second sub-construct, i.e. worker understanding of career planning and development as inessential part of human resource

development was 3.12 indicating that the respondents agreed with standard deviation was 1.462. Interviewers also explained that, proper career planning also leads to career development as an essential part of human resource development. The results of this analysis proved that, respondents of the office were the advice of career development as a component of human resource development. Similarly, (Kilam and Neeraj, 2012), found that good understanding and understanding of the employee's pertaining career planning and development and it was perceived to be the most important human resource development sub-system development as a component of human resource development. From this description one can conclude that the respondents have a good understanding of career planning and development as inessential part of human resource development.

Table 4.6: above, shows that the for the measuring worker understanding of acquainted with organizational development from human resource development stand point perspective was scored mean value(2.54)with a standard deviation of(1.268,) which signifies that the respondents cannot agreed and discontented in their responses.

4.3. 2. Career Development Planning

The practice of human resource development is as a continuous process, which matches organizational needs for human resources and the persons need for career development. The practice of human resource development includes, career development planning, performance assessment aspects, training and development and organizational development.

Career development programs are functions of human resource management that develop the work-life and identify competencies required by the individual team to manage their career objective which should be in line with organization objective. Human resource development function can also be acceptable to the community of any organization, if it fails to provide opportunities for individual employee's to have clear carrier prospects.

Table 4.7: Responses on career development planning (n=54)

No	questionnaire Items	Mean	Std. Deviation	Std. error
1	Well in working to improve career development	3.40	1.189	.1619
2	Working to upgrade employee's potential	3.22	1.341	.183
3	The organization has good career planning and development	3.24	1.386	.187
4	Is an organization integrates human resource development with organizational objectives	2.66	1.400	.190

Source: Own survey result, 2020

From the findings the respondents disagreed that sports office career development planning is well in working to improve career development of the mean value was 3.40 with a standard deviation of 1.189. This implies that, there is a negative significant relationship between career development planning and employee's in sports offices. As revealed in table 4.7: the working for upgrade employee's potential issues encountered in the practices of human resource development got the mean rating value of 3.22 with a standard deviation of 1.341 which showed respondents' disagreement with the case explained.

The results also show that, the respondents agreed their organization has good career planning and development got the mean rating value of 3.24 with a standard deviation of 1.386. Table 4.7: Also depicted, the organization integrates human resource development with organizational objectives in career development planning encountered in the practices of human resource development got the mean rating value of 2.66 with a standard deviation of 1.400 which showed respondents' disagreement with the case explained.

This implies that, there is a negative significant relationship between the organizations integrates human resource development with organizational objectives and . From this analysis it can be concluded that the respondents were “disagree” with the integration of human resource development with organizational objectives indicating that they are dissatisfied with the case raised out.

4.3.3: Performance assessment.

An effective performance assessment system can create a competitive advantage by improving worker work performance in two ways: by directing worker behavior toward organizational goals and by monitoring that behavior to ensure that goals are met.

Table 4.8: Response to Performance assessment (n=54)

No.	questionnaire Items	Mean	Std. Deviation	Std. error
1	A high-quality performance assessment system	3.27	1.392	.189
2	Assessment where the employees are assigned	3.38	1.204	.163
3	Short and long term assessment	3.31	1.285	.175
4	Identifying areas in need improvement	2.68	1.357	.184

Source: Own survey result, 2020

From table 4.8: above, the average scored a mean value of the main construct i.e. employee's responses towards performance assessment in the offices were the value 3.27 with a standard deviation of 1.392. This implies that, there is a negative significant relationship between performance assessment and employee's. Table 4.8: Also depicted that, the average scored a mean value of the second construct i.e. employee's responses towards an assessment where the employee's are assigned in the offices were mean value 3.38 with a standard deviation of 1.204. The results show that, respondents were agreed and satisfied with an assessment where the employees are assigned in the offices.

As it can be clearly understood in the above table 4.8: also revealed that, respondents were disagreed and not satisfied with the assessment systems which include the measurements: the existence of good performance assessment, short and long term evaluation and identifying areas in need improvement. But, a study by (Kofi and Josephine (2012), in Kwame Nkrumah University of Science and Technology: Performance assessment serve several purposes in organizations. They provide tools for recognized good performance, identifying areas in need of improvement, and providing documentation to justify many management decisions.

In addition to the above idea, interviewers also explained that, in our country in general, in our regional, and our zone office, performance assessment did not relate with motivation and encouragements. The reasons for this were lack of incentives and training, lack of human

capacity to set targets, lack of objective performance criteria and lack of commitment. This discourages hard employee is not to continue with their good performance assessment.

Generally, the practice of performance assessment has not significantly increased the work efficiency of the employee's and bettered the quality of their work. And performance assessment equally gives room for open dialogue but, transparency and continuous follow up is so weak and loose attachment between performance and reward.

4.3. 4. Training and Development

Training and development program in an organization is an important function of human resource management that focused on improving and developing skills and Knowledge of existing worker of the organization to improve their performance.

According to(K Ferris and Buckley,1996) -;it is one of the main pillars for the development of capabilities, improves skills, update knowledge and increase competencies and performance of the employee's in an organization. Government and organization prepare a program for worker believing that training and development improve the performance of employee's and the productivity of the organization. Today we believe that an organization's competitive success is achieved throughthe community.

It follows that the skills and performance of people are critical. In most cases, there may be a gap between employee's understanding and skill and what the profession demands. The gap should be filled through training and development programs. Hence, personnel training and development is one of the major ways that work organizations attempt to maintain the competency levels of their human resource development and increase their adaptability to changing organizational demands.

Table 4.9: Responses on Training and Development (n-54)

NO.	questionnaire Items	Mean	Std. Deviation	Std. error
1	The organization has good training and development programs	3.24	1.386	.188
2	Offices assess worker training needs	3.44	1.238	.168
3	Setting performance objectives and goals	3.38	1.204	.163
4	Assessing the available aides for internal and external training and development	3.37	1.217	.165
5	Evaluating training hard work	3.35	1.319	.179

Source: Own survey result, 2020

As table 4.9: from the findings the respondents disagreed that organization has good training and development programs (mean vale = 3.24) with a standard deviation 1.386, and the offices assess worker training needs (mean vale =3.44) with a standard deviation 1.238. The analysis depicts that, respondents were dissatisfied about the assessments of employee's training and preparing training programs in their sports offices.

Also, interviewers also described that, training provides a portrait of skills and information of the people in offices. But the sports offices fail to provide different training and development needs of the organization. Here, a training needs assessment can determine the level of optimal performance and standards for excellence, evidence of individuals' actual performance level, feelings affecting performance and root causes of performance problems (Nancy, 2012)

In table 4.9: above the respondents also disagreed that setting performance objectives and goals (mean=3.38) with a standard deviation of 1.204 for human resource development. The result shows that, the respondents disagreed to assessing the available aides for internal and external training and development (mean=3.37) with a standard deviation 1.217, and that evaluating training hard work (mean=3.35) with a standard deviation 1.319. This shows that there is no a well-designed and widely shared training procedure and evaluating training hard work in sports offices.

4.3.5 .Organizational Development

Organizational development focuses on the performance of the organization. It is a long-term effort supervised and assisted by top managers, to improve an organization's vision learning and problem- solving processes. It provides a framework in which changes in climate and culture of the organizations takes place. It also enables organizations to harness the human potential for attaining organizational objectives. The respondents were requested to indicate the level of agreement concerning Organizational development. The findings were as shown below.

Table 4.10:Resultson organizational development (n-54)

No	questionnaire Items	Mean	Std. Deviation	Std. error
1	Good quality management with the necessary profession	2.72	1.497	.203
2	Good quality culture of honesty	2.88	1.449	.197
3	Following cost minimization system	3.16	1.328	.180
4	Good credibility and fairness of top management	3.40	1.251	.170

Own survey result, 2020

From the findings in above table 4.10, the respondents disagreed that good quality management with the required profession (mean=2.72) with a standard deviation 1.497, and that good quality culture of honesty (mean=2.88) with a standard deviation 1.449. In table 4.10, above the respondents also, disagreed that following cost minimization system (mean=3.16) with a standard deviation 1.328 and that good credibility and fairness of top management (mean=3.40) with a standard deviation 1.251.

This described that most of the respondents disagreed, and they were dissatisfied with the cases described. In short, based on the information given the instructions were not well in widening organizational development from these issues' perspective. Unlike,Habib (2012) explained that, this can be done through an ongoing, collaborative management of organization culture to enhance the effectiveness of organization and the wellbeing of the employee's.

The implication is that unless the sports offices develop good management with the required profession, good quality culture of honesty, following cost minimization system and good credibility and fairness of top management to build the required human resource and to attain organizational goals in the desired manner.

Also, based on the information obtained through interviews with the sports office leader, some aspects of organizational development given little attention in the view of human resource development. Attention was given to enhance good team spirit through the development group structure. Therefore, it is genuine to conclude that the organizational development aspect of human resource development not effectively performed in zone sports office.

4.3. Organizational Administration

Human resource development is seen as human resources that sports organizations should protect core competencies through investment in training and development because the value of employees to the organization has pertained to the uniqueness and value of their capabilities and skills. Human resource development as a development strategy process which includes formulation, adoption and implementation of policies, the monitoring of their effects and their adjustment followed by organizations.

Table 4.11: Statistical evaluate of organization how human recourse development is administered (n-54)

No.	questionnaire Items	Mean	Std. Deviation	Std. error
1	Considering organizational analysis	2.59	1.406	.136
2	Prioritizing needs is practicing human resource development	2.88	1.169	.114
3	The organization identifies and designs human recourse development objectives	3.12	1.293	.125
4	Implementation based on stated objectives	2.96	1.335	.127

Own survey result, 2020

From table 4.11: above, it is possible to shows the following facts. The respondents were asked to rate how their organization administered human resource development in their respective office .From the findings the respondents disagreed that considering organizational analysis

(mean=2.59) with a standard deviation 1.406, and that practicing needs in practicing human recourse development (Mean=2.88) with a standard deviation of 1.169. The results revealed that, the respondents were dissatisfied with the case described. This implies that organizational analysis besides the ineffectiveness of prioritizing needs in practicing human recourse development as an important component of human resource management.

From the findings the respondents agreed that, the organization identifies and designs human recourse development objectives (mean=3.12) with a standard deviation of 1.294. This shows that the organization is good in identifying and defining human resource development objectives. Similarly, Sundararajan, (2007) explained that, once human resource development needs are identified, the next process is to establish objectives is a specific outcome that the employee's capacity building program is intended to be achieved.

From table 4.11: above also revealed that, the respondents disagreed that the implementations of organization based on stated objectives (mean=2.96) with a standard deviation of 1.335. The result shows that, the organization fails the implementation based on stated objectives to administer human recourse development systematically. Unlike, Harris *et al.*, (2006) suggested that, human resource development program is aimed at enabled sport organizations to achieve objectives and the programs are set up after having+ clear-cut objectives in mind.

Also, based on the information obtained from interviewer explained that, the organization were ineffective in taking organizational analysis and prioritizing HRD needs, identifies, and designs human recourse development objectives, and implementation based on stated objectives standards to facilitate organizational performance.

4. 4. Challenges of Human Resource Development

Things are changing daily due to globalization. Technological advancement in global world brings changes which lead to positive and negative challenges in social, political, and economic dimension. Unless managers can cope with those changes it is challenging. This part of the study assesses and examines the major challenges that delays human resource Development in the north shewa zone sport office.

As it was discovered from the questionnaire and interview and other secondary sources, there were some challenges that face in the zone sport office in the challenges of human resource

development The respondents were requested to indicate the level of agreement concerning the challenges of human resource development. The findings were as shows below.

Table 4.12: Responses on the challenges of human resource development(n=54)

No.	questionnaire Items	Mean	Std. Deviation	Std. error
1	Developing appositive work environment	2.64	1.348	.183
2	Utilizing human resource assessment technology to plan Human resource development	3.03	1.258	.171
3	Promoting positive work force attitude towards human resource development	2.96	1.196	.162
4	Allocating sufficient financial resources	3.42	1.381	.188
5	Paying attention to professional development	3.27	1.954	.150
6	In adequate training and development	2.94	1.847	.135
7	Accepting the challenges of modern technological Changes	3.01	1.266	.172
8	Lack of compensation and Benefit	2.98	1,06	.146
9	Managing workplace diversity	2.88	1.312	.178
10	Lack of sufficient budget	2.89	1.313	.177

Own survey result, 2020

As it presented in the table 4.12: above, the respondents were dissatisfied with the organization developing appositive work environment with scored mean value of 2.64 indicating that they disagree with the case described and the standard deviation was 1.348. Unlike, Habib (2012) reported that, the creation of a positive work environment is an essential requirement in every organization to upgrade human resource development.

Like this sub-construct the respondents disagreed concerning the utilizing human resource assessment technology to plan human resource development, and promoting positive work force attitude towards human resource development results with scored mean values of(3.03) and the standard deviation was 1.258 respectively as it are pointed out in the table above 4.12: The

results show that in the organization there were challenges that hindered and constrained the efficiency and effectiveness of human resource development practices.

In addition, the information gathered from interviewers suggested that, some challenges or constraints that hinder the sport offices in the process of implementing human resource development. Some of these major challenges suggested were lack of sufficient budget for training and education, lack of accountability and transparency and lack of emphasis for professional development.

As we can see in the table above, also the respondents disagreed concerning to allocating sufficient financial resources, paying attention to professional development and in adequate training and development with the scored mean values 3.42, 3.27 and 2.94, respectively. The scored mean value of the respondents' response shows that they were dissatisfied with the case pointed out. This implies that there were key human resource development challenges of the sport offices in the study area. Human resource in the organization should have ability to adapt new technology to be competitive in this modern world. As shows in table 4.12: above concerning accepting the challenges of modern technological changes mean values(3.01) indicating that participants they disagree with the case described and the standard deviation was (1.266) This implies that there were key human resource development challenges of modern technological of the zone sport office.

lack of compensation and benefit is one challenge of human resource development Regarding to this the current practice in the zone sport office as participant's mean values(2,98) indicating that participants was agreed and the standard deviation (1.06) was as Therefore, this finding implies lack of compensation and Benefit is one major factor that identified as the challenges of human resource development in the zone sport office.

Like this information that gathered from management bodies (leaders of selected woreda sports office and human resource managers) support the same thing. As they replies employees are careless, have no motive for work rather they need leaders to perform activities due to lack of compensation and benefits that is because of lack of resource in zone Also, as interview respondents are replying most employees are not satisfied with their current salary system. As it clearly indicated in above table, 4.12: different human resource

Development challenges are shows is about managing workplace diversity.

According to Muhammad ,2012)workers diversification means to effectively manage the workers difference that comes from different backgrounds with respect to regions, cultures, race and gender. Respondent Results shown that mean value (2.88) participants were disagreed with managing workplace diversity as challenge of human resource management. and the standard deviation (1.3120) This implies managing workplace diversity is not challenge of human resource development.

However, with statement recruiting skilled employee's as challenge of human resource development in their offices. From this it is possible to conclude recruiting skilled employee's is challenging in zone selected woreda sport office This is not due to the absence of skilled worker in the zone selected woreda sport office rather skill gap of recruiting process and focusing on other factors.

Some of these major challenges suggested were lack of sufficient budget for training and education, lack of accountability and transparency and lack of emphasis for professional development. As we can see in the table above,4.12:Respondent Results shown that mean value (2.89) with standard deviation (1.313) This signifying that participants was agreed lack of sufficient budget.

4.5.Discussion of the Findings

The study finding shows that the employees of the sport office were understands of training and development as a component of human resource development and they have a good understanding of human resource development from training and development point in this study. The different Literature Reviews also improve the consistency of this study.

Similarly, (Kebede and Smbasivama , 2013) in their study on human resource development found that consistent findings concerning about the understanding of the organizations team towards training and development as a critical human resource development aspect. The results of this analysis proved that; respondents of the office were advice of career development as a component of human resource development.

Similarly, K Kilam and Neeraj (2012)found that good understanding and understanding of employee's pertaining career planning and development and it was perceived to be the most

important human resource development sub-system development as a component of human resource development.

From this description one can conclude that the respondents have good understanding about career planning and development as essential part of human resource development. the existence of good performance assessment, short- and long- term evaluation and identifying areas in need improvement. But, Study made by K Kofi and Josephine (2012)in Kwame Nkrumah University of Science and Technology: Performance assessment serve several purposes in organizations. They provide tools for recognized good performance, identifying areas in need of improvement, and providing documentation to justify many management decisions.

According to (Ferris and Buckley,1996)it is one of the main pillars for the development of capabilities, improve skills, update knowledge and increase competencies and performance of employee's in an organization. Government and organization prepare a program for worker believing that training and development improves the performance of employee's and the productivity of the organization. Today we believe that an organization's c-competitive success is achieved through community.

It follows that the skills and performance of people are critical. In most cases, there may be the gap between employee's skill and what the profession demands. The gap should be filled through training and development programs. Hence, personnel training and development is one of the major ways that work organizations attempt to maintain the competency levels of their human

Unlike, (Ferris and Buckley,1996 Habib ,2012) suggested that, human resource development program is aimed at enabled sport organizations to achieve objectives and the programs are set up after having+ clear-cut objectives in mind.

According to the findings all respondents confirmed that Human resource development function can also be acceptable to the community of any organization, if it fails to provide opportunities for individual employees to have clear carrier prospects. The study also indicated that there were inadequate training anddevelopment in the organization The different Literature Reviews also improve the consistency of this study.

Some of these major challenges suggested were lack of sufficient budget for training and education, lack of accountability and transparency and lack of emphasis for professional

development. Finally, the researcher has faced so many challenges during the thesis preparation because of related literatures. This kind of research was not made before this when the researcher tray to find and refers there was lack of related literatures effectively so it was that difficult to organize the data, compare and contrast the results and to give analysis were the main challenges of their researcher.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary

This chapter presents summary of study result, conclusion and recommendations on the practices and challenges of human resource development in North shewa zone sport offices of selected woreda. The majority of respondents in the study area were dominated by male employee's (sport experts) and female's Participation was low relative to male. Large numbers of the respondents are grouped the age between 31 and 40 This shows that, the zone sport office have matured and well experienced employee's have who productive and potential prospects.

Educational background of the employees is an important factor in undertaking their respective responsibilities and to make critical decisions. The majority of respondents were first degree holders in terms of their educational level and the zone sport offices should plan for the human resource development of its employee's to master's level so as to increase of their profession performance.

In terms of work experiences, larger percent of the respondents have good work experiences which can help them to do their responsibilities effectively and efficiently.human resource development practices can support initiatives such as employee's understanding creation. The respondents have a good understanding about understanding towards the practices of human resource development concepts.

The finding also shows that, the employees of the zone sport office were understanding of training and development as a component of human resource development and they have a good understanding of human resource development from training and development point of view. In addition to this, the respondents of the employees were understanding of career development as a component of human resource development.

The practice human resource development is as a continuous process, which matches organizational needs for human resources and the persons need for a career development. From the findings the respondents were dissatisfied that sport office career development planning is well in

working to improve career development. The majority respondents were disagreed and not satisfied with the assessment systems which include the measurements: the existence of good performance assessment, short- and long-term evaluation and identifying areas in need improvement. The respondents were also dissatisfied about the assessments of worker training and preparing training programs in their sport offices. Additionally, the respondents were asked to rate on how their organization administered human resource development in their respective office.

The study shows that, organizational analysis besides the ineffectiveness of prioritizing needs in practicing human resource development as important component of human resource management. The result in addition depicted that, the organization fails the implementation based on stated objectives to administer human resource development in a systematic way.

Finally, the respondents were requested to indicate that the level of agreement concerning the challenges of human resource development. The respondents were disagreed and dissatisfied about the organization developing appositve work environment in their offices. The study in addition revealed that in the organization there were challenges that hindered and constrained the efficiency and effectiveness of human resource development practices.

5.2. Conclusion

- The study concluded that, the employees of the sport office understood of training and development as a component of human resource development and they have a good understanding of human resource development from training and development point of view.
- In addition, the study shows that in terms of career development planning in order to well in working to improve career development, working for improve employee's potential and the organization integrate human resource development with organizational objectives are ineffective to enhance human resource development.
- The result in addition concluded that, performance assessment has not significantly increased why because lack of good performance assessment system, lack of short and long term evaluation, and less attention to identifying areas in need improvement. The studies reveal that, the sport office fail to provide adequate training and development needs of the organization.
- About organizational development it is genuine to conclude that the organizational development aspect of human resource development not effectively performed. The result also concluded that, the organization were ineffective in taking organizational analysis and prioritizing human resource development needs, identifies and designs human resource development objectives, and implementation based on stated objectives standards to facilitate organizational performance.
- Finally, study concluded that, in the organization there were challenges that hindered and constrained the efficiency and effectiveness of human resource development practices. Some of these major challenges suggested were lack of sufficient budget for training lack of education level, lack of accountability, transparency, and lack of emphasis for professional development.

5.3. Recommendation.

Data collected and analyzed from 54 sampled respondents in selected woreda of North shewa zone sport office shows practices and challenges of human resource development in sport office. Based on the different result of this study, the following suggestions have been forward.

- Employee's or sport expert knowledge has been extensively considered as an important resource to provide training and development. In order to enhance organization, organize successive dissection and skill gap training for employee's or sport expert.
- It is recommended that the north shewa zone sport office should understanding employees or sport expert potential and capabilities in career development planning that could help the employee's to exploit available opportunities.
- It is suggested that, to make the performance assessment more effective and successful, North shewa zone sport offices selectedworedasof, human resource managers should review and improve the implementation of the performance assessment system.
- North shewa zone sport offices fail to provide adequate training and development needs of the organization. Therefore, the organization shall give meticulous attention training and development programs and assessing worker training needs.
- Strategic human resource development is driven by the organizational analysis and objectives within these goals to develop human capital and is thus a purposeful way of matching people to the organization. Therefore, North shewa zone sport offices to give great emphasis and priority to organizational analysis and prioritizing human resource development needs, identifies and designs human resource development objectives, and implementation based on stated objectives standards to facilitate organizational performance.

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APPENDIX–A

Jimma University

College of Natural Science

Department of Sport Science

Questionnaire for respondents of sport office (sport expert and managers)

Dear respondents, this questionnaire is designed to find information on practices and challenges of human resource development in **Sport office of North Shewa Zone** i will appreciate your willingness to participate in this investigation by responding to a questionnaire and supporting me by providing any constructive ideas. I would like to emphasis that your responses are extremely valuable for me and I would immensely appreciate your answering all questions. The information will be kept confidential and be only applied for the study. Yours right information helps to reach the goals of the study.

Thank you for investing your time.

Questionnaire has two part :

I would like to ask you to answer according to the respective direction.

general direction

Part I: Demographic Information

1 .You are not required to write your name in any part of the questionnaire.

2. Use (√) mark to show your response for close ended questions;

3. For open ended questions, feel free to express and write your response in the space provided.

1. Sex: A, male Female

2. Age: 20-30 , 31-40 , 41-50 above 51

3. Marital status: Single Married Divorced **Widowed**

4. **Education level:** Certificate Diploma Degree. MSc And above

5. **Work experience** (in years):1 and below 2-6 7 -10 11 and above

Part II: please state your level of opinion for each given statement using the following scales: 1=strongly disagree 2= disagree 3= disinterested 4=agree 5=strongly agree

1. Practice of Human Resources Development

No	Career development	Agreement scale				
		1	2	3	4	5
1	Well in working to improve career development					
2	Working for upgrade employee's potential					
3	The organization has good career planning and development					
4	Is organization integrates Human resource development with organizational objectives					
	Performance assessment					
5	High-quality performance assessment system					
6	Assessment where the employee's are assigned					
7	Short and long term assessment					
8	Identifying areas in need improvement					
	Training and development					
9	Organization has good training and development programs					
10	Office assesses employee's training needs					
11	Setting performance objectives and goals					
12	Assessing the accessible aides for internal and external training and development					
13	Evaluating training hard work					
	Organizational development					

14	Good quality management with necessary profession					
15	Good quality culture of honesty					
16	Following cost minimization system					
17	Good credibility and fairness of top management					
	Status your organization how human recourse development is administered					
18	Considering organizational analysis					
19	Prioritizing needs in practicing HRD					
20	Organization identifies and designs HRD objectives					
21	Implementation based on stated objectives					

APPENDIX–B

Jimma University

College of Natural Science

Department of sport science

Instruction : please state your level of opinion for each given statement using the following scales: 1=strongly disagree 2= disagree 3= disinterested 4=agree 5=strongly agree

2 .Challenges of human resource development

	Challenges of human resource development	Agreement scale				
		1	2	3	4	5
1	Developing appositve work environment					
2	Utilizing Human resource assessment technology to plan Human resource development					
3	Promoting positive work force attitude towards Human resource development					
4	Allocating sufficient financial resources					
5	Paying attention to professional development					
6	In adequate training and development					
7	Accepting the challenges of modern technological Changes					
8	Lack of compensation and Benefit					
9	Managing work place diversity					
10	Lack of satisfactory budget					

APPENDIX; C

Jimma university

college of natural science

department of sport science

Part III . Interviews Questions related to research question.

1. What is your understanding about the concept of Human resource development?

2. How do you think the practice of human resource development in terms of training and development career development, organizational development, performance assessment in sport office?

3. How Human resource development programs integrate both organization and employee's needs?

4. Do you think that organization is a good place for growth and development of all employee's? If no why?

5. To what extent do managers at all level in the office have appropriate skill in general managerial principles, communications, group dynamic, and team building?

6. How do you evaluate Human resource development administration in term of need assessment, design and identify objective, implementation and evaluation?

7. What challenges you face in practicing Human resource development in your organization?
8. What strategies can be used to overcome the challenges of Human resource development?
