

***The Effect of Human Resource Management Practices on  
Employee Performance in  
Ethiopian Construction Work Corporation/Jimma District***

*A Thesis Submitted to the School of Graduate Studies of Jimma University in Partial  
Fulfillment of the Requirements for the Award of the Degree of Master of Business  
Administration (MBA)*

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## Declarations

I hereby declare that this thesis entitled “*The Effect of Human Resource Management Practices on Employee Performance in Ethiopian Construction Work Corporation Jimma District*”, has been Carried out by me under the guidance and supervision of Main Advisor **Wubeshate Mengesha** and Co- Advisor **Mohammad Yasen**.

The thesis is original and has not been submitted for the award of degree of diploma any university or institutions’.

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## **CERTIFICATE**

*This is to certify that the thesis entities “The effect of human resource management practices on employee performance in Ethiopian Construction Work Corporation/ Jimma district”, Submitted to Jimma University for the award of the Degree of Master of Business Administration (MBA) and is a record of Valuable research work carried out by Mr. Menigstu Markos Chamisa, under our guidance and supervision*

*Therefore we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree of diploma.*

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## **ABSTRACT**

*The purpose of the study was to assess the effect of Human Resource Management practice towards employee performance in Ethiopian Construction Work Corporation (Jimma District). Human resource management (HRM) practice enhance employee efficiency, effectively, commitment and productivity of employee performance. Descriptive & explanatory research design was adapted to answer the research problem. A total number of 284 set of questionnaire was collected from the respondent. Semi structured interview were conducted to six tem leaders, the respondent were selected using stratified sampling design & simple random sampling technique. Both primary & secondary source of data were used to collect data. Descriptive & Inferential statistics was utilized to analysis the collected data with the help of statistical package for social sciences (SPSS 20.0). The research finding shows that organization recruitment and selection practice that the right person not assigned at right job and selection of candidate not based on merit, after training & development employee not evaluate the perceived level of change in job knowledge. The criteria used in appraisal practice not actual measure of employee performance. Compensation practices of the organization not have the system to recognize the effort of employees. Poor HR practice in organization. The findings indicate that significant relationship was found between independent variable and dependent variable. Based on the finding of this study, ECWC (Jimma District) should work towards improving the human resource practice to achieve the goal of Organization.*

**Key Words: Compensation, Training & Development, Performance Appraisal & Recruitment Selection.**

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## **LIST OF ACRONYMS**

HRM= Human Resource Management

HR= Human Resource

PA= Performance Appraisal

TD= Training and Development

RS= Recruitment and Selected

CM= Compensation

ECWC= Ethiopia Construction Works Corporation

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

Human Resource (HR) is the most important asset for any organization and it is the source of achieving competitive advantage without having adequate human resource, the organization will be unable to achieve established goals and objectives. Hence, managing human resource is the key role of success of an organization.

Human resource management (HRM) refers to the practice systems and policies that influence the behavior performance and attitude of employees (De Cieri et al, 2008). The recent years has shown growing interest in the management of knowledge – based organizations (Robertson and Swan, 2004). Human resource management (HRM) refers to the policies and practices involved in carrying out the human resource (HR) aspect of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development and labor relation. ( Dressler, 2007). HRM is composed of the policies, practices and systems that influence employees: behavior, attitude, and performance (Gerhart&Wright, 2008). The effective implementation of HR practice in organizations is a key source of competitive advantage and has a positive relationship with performances. HR practice is a broad concept and an aspect of organizational management that intends to affect directly those who work within organization.

Employee performance in organizational context is usually defined as the extent to which an organization's member contributes to achieving the goal of the organization. Human resource practices are the primary means by which can influence and shape the skills, attitudes and behavior of individuals to do their work and thus achieve organization objectives. HRM practices enhance employee effectiveness and performance by attracting, identifying, and releasing employees with knowledge, skills, abilities and getting them to behave in a manner that will support the objectives of the organization. As a result it is important that organization adapts human resources management practices that makes best use of its employees.

As supported by (Lee and Lee 2007) HRM practices on employee performance, namely training and development, team work, performance appraisal, Compensation/ incentive and employee security help improve performance of employee productivity , product quality.

Human resource management practice influence employee skills through the acquisition and development of firm's human capital. Recruiting procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regimen, will have a substantial influence over the quality and type of skills new employees possess. Providing formal and informal training, experiences, such as basic skills training, on-the-job experience, coaching, monitoring and management development can further influence employee's development. Performance appraisal is intended to be, for the improvement of employee productivity and performance as it is a formal process of monitoring the employees (Brown and Heywood, 2005). Employees can be made more productive / efficient and committed towards the organization by using appropriate performance appraisal systems (Brown and Benson, 2000).

Effective appraisal practice should improve the performance of employee in the future, it can also suggest for the rewards and career development of employee. The system which only measures the performance of employee once in a year without providing a continuous feedback and coaching is just a performance appraisal not the complete performance management system, because performance management is much more than only measuring the performance (Halachimi, 2005). Performance appraisal is an obligatory process in which a rater measures the employee's traits / behaviors individually and described in a specific time period and the record is maintained by the organization (Coens and Jenkins, 2000).According to (Caruth and Mandlogten, 2001), state that employees are motivated when there are financial rewards directly tied to their performance, employee receive compensation from company in return for work performed.

The effectiveness of even highly skilled employees will be limited if they are not motivated to perform, however, and human resource management (HRM) practices can affect employee motivation by encouraging them to work both harder and smarter. Examples of firm efforts to direct and motivate behavior include the use performance appraisals that asses individual or work group performance, linking those appraisals tightly with incentive compensation systems.

The development of infrastructure has so far been given due emphasis along with the provision of utilities to the public. Increasing the road network of the country, the demand for the development of this infrastructure has been growing tremendously both domestically as well as in foreign nations.

The federal government of the Democratic Republic of Ethiopia has taken the initiative to establish developmental public enterprises to meet this growing demand. On the one hand, the establishment of these public enterprises has the objective of fostering the socio-economic development of the country. On the other hand, they are intended to fill the market gap in the development of these types of infrastructure. To meet their purpose of establishment, these enterprises need to be competent. With a growing number of domestic contractors and competitiveness in the industry, it has become difficult for many public enterprises to deliver what they were intended for. Thus it is necessary as well as compulsory to strengthen and enhance the competitiveness of some of the strategic developmental enterprises through different means.

At the end of the Ethiopian fiscal year 2007, the federal government of the Democratic Republic of Ethiopia announced the establishment of the Ethiopian Construction Works Corporation. The formation of the new corporation indicates the strengthening of the competitive power and enhancement of operational efficiency of the former enterprises. Thus it can be said that the corporation can have a major impact in the construction industry both in terms of efficiency as well as competitiveness.

Ethiopian Construction Work Corporation Jimma District is one of the oldest construction organization in south west Ethiopia. In spite of its experience, not modernized in human resource management practice, the organization is wasting its resource by wrong human resource practices for employee performance (Mohammed & Javed 2012). And again due to lack of efficient Human Resource (HR) practice reduce employee's productivity towards their organization and ultimately that affects their commitment to the organization (Husain Majumder, 2012). Therefore, based on the above background, this study will examine the relationship between human resource management practices with employee performance in Ethiopian Construction Work Corporation Jimma District (ECWCJD).

### **The organization Vision & Mission**

The Ethiopian Construction Works Corporation is dedicated to becoming a world-renowned and competent construction company by 2026.

To enable the country to utilize its limited resources by using skilled manpower and modern technology through delivering quality construction works, both domestically and overseas.

## **1.2 Statement of the problem**

(Gungor, 2011) suggested in his studies employee performance play an important role for organizational performance. Employee are a primary source of competitive advantage in service oriented organizations (Luthans & Stajkovic 1999).The systematic studies that linked human resource management (HRM) practices and performance were published by (Gerhart and Milkovich 1992; Arthur 1994; Huselid in, 1995; McDuffie, 1995; Guest, 1997) there after a large number of researcher were conducted on different sectors of different countries, most of the researcher showed significant impact of human resource management (HRM) practices on employee performances. Employee performance is directly linked with performance of the organization. Hence, the successful organizations consider the HRM practices as a crucial factor that directly affects the employee performance.

Employee performance is one of the most factors that affect on the performance of organization. effective Organization acquire competent people , asses their performance , developing their skills , motivating them to higher levels of performance , and ensuring that they continue to maintain their commitment to the organization are essential in upgrade employee performance and achieve organizational objective.( Marquez ,2007).A sound human resource management system and practice help organization attain the need of their employees and their overall objectives.

An analysis of prior research works on human resource management (HRM) has identified some immediate effect on human resource practice outcomes, the outcomes are in return, expected to explain in some of variance in organization performance (Guest, 1997). Such outcomes include knowledge, skill and ability or competence.

(Martine,1995) human resource management HRM practice are the primary means by which organization can influence and shape the skills, attitude and behavior of individuals to do their work and achieving organizational goal, according to empirical study result that the organizations with ineffective Human resource management system and practice are unable to acquire competent people, properly assess their performance and develop their capacity and subsequently they may risk the hazards of stagnating or going out of business. Many researchers

conducted their research to determine the relationship between human resource management practice and employee performance in developed and developing countries.

Employee performance is directly linked with performance of the organization. The successful organization s considers the HRM practice as crucial factor that directly affects the employee performance.

The study conducted to evaluate the relationship between human resource practice and employee performance by (Aycaan et al., 2000) in Pakistan textile sector. The researcher examines Five (5) human resource practices (training and development, performance appraisal, career planning system, employee participation and compensation system). The result indicates that human resource (HRM) practices have appositive impact on employee performance.

HRM practice effect on Malaysian private companies' performance. According to the researcher (Chew, 2005). Malaysian private business organization really not practicing human resource management in to their business. in order to understand what influence business performance as well as first find out the human resource management practices that are influencing business performance. Their fore the researcher replicated with reference to the human resource practice related research in developed countries. In this study the research examines six human resource practice (training and developing, team work, compensation/ incentives, HR planning, performance appraisal and employee security) have positive and significant influence on employee performance.

In recent study conducted by (Soommro et a.l, 2011) it was found that human resource management practices (training, selection, career planning, employee participation, job definition, performance appraisal and compensation) are correlated positively with employee performance.

(Teseema and Soetors 2006) also studied eight human resource (HR) practices and their relationship with perceived employee performance. the eight practices include recruitment and selection practices, placement practices, training practices, compensation practices, employee performance evaluation practices, promotion practices, grievance handling procedure practices,

and pension or social security, the result indicate that all HR practice have significant effect on performance of employee.

The above illustrated systematic studies shows that Human resource management (HRM) practice and employee performance were published by (Hueslid in 1995, MacDuffic,1995) and (Guest,1995,) there after a large number of researcher were conducted on different sectors of different countries. Most of them the researcher showed human resource practices are significant effect on employee performance.

This study arises from the need to manage the human resources of Ethiopian Construction Work Corporation, Jimma District (ECWCJD) more effectively. The Ethiopian Construction Works Corporation has been established for state- of-the art construction solutions. The current ECWC office in Addis Ababa Gured Shola, the following is the major construction business that the corporation renders; Highways, Bridges, Tunnels, Railways, Airports filled, and Dam construction is the major one. ECWC has different project located strategically throughout the countries the corporation has ten district and forty five section.

Jimma district is one of the district which is found in south west of the Ethiopia, the district has five department, those are Human resource management department, Financial management department, purchasing and supply department Equipment maintains department and Engineering department the same us six sections which represented by jimma district in Gambela, Tapie , Metu ,Chida , Limmu, and Jimma- Gibe section, the main task of the is district maintain and construct road and bridge the district has more than 1219 worker, out of this 368 workers which is permanent the rest are contracts workers.

According to those empirical study results, it was accepted that human resource management (HRM) practices is positively related to employee performance( Delery and Doty 1996), but there is great need for additional evidence to support the HRM – with performance relationship from different context. There are many HR practices, out of them four HR practices were chosen for this research after careful reviews of literature. Through observation it is found that human resource (HRM) practices are very less implanted in jimma district. What make this situation worse that the write man not assigned at the Wright position, Jimma district not properly handle its competent employees, due to the lack of accountability and job security, most employee have



a superficial attitude towards their work more over there is the unavailability of job description for more employees. this problem occurs by poor staffing and management competencies, The organization is wasting its resource by wrong Human Resource practice(Muhammad Javed 2012).and lack of efficient Human resource practice reduce employee productivity towards their organization and ultimately that affect their commitment to the organization (Hussain, Majumder 2012).The investigation of those influence can lead to stronger HR practices and create awareness on effective practices that can sustain the presence of outcome that deliver quality and best HR practices new and the long run.

Taking these problems into consideration, this study intended to examine the Human resource management practices of the ECWC J/D with particular focus on Recruitment and Selection, Training and Development, Performance appraisal and Compensation.

## **Hypothesis**

- 1 Hypothesis :- Recruitment and selection practices are positively associated with employee performance.
- 2 Hypothesis :- Training and development practices are positively associated with employee performance.
- 3 Hypothesis :-performance appraisal practices are positively associated with employee performance.
- 4 Hypothesis: - compensation practices are positively associated with employee performance.

## **1.4. Objective of the study**

### **1.4.1. General Objective**

The main objective of the study was to investigate the effect of Human Resource practice on employee performance in Ethiopian Construction Works Corporation Jimma district.

### **1.4.2 Specific Objectives**

In order to materialize the general objective of the following specific objectives were considered:

- To assess the current practice of HRM in Ethiopian construction works corporation Jimma District....
- To examine the effect of recruitment and selection on employee performance in Ethiopian construction works corporation Jimma District....
- To examine the effect of training and development on employee performance in Ethiopian construction works corporation Jimma District....
- To examine the effect of performance appraisal on employee performance Ethiopian construction works corporation Jimma District....
- To examine the effect of compensation on employee performance in Ethiopian construction works corporation Jimma District....

## **1.5 Scope of the study**

This research was focused on the effect of Human resource (HR) practice on employee performance. There are numerous human resource practices that have effect on employee performance, However , this is limited to Four Human resource practices which encompass human resource that recruitment and selection, training and development, performance appraisal, and compensation of Ethiopian Construction Works Corporation Jimma district (ECWCJD), in addition The study does not incorporate employee who employed on contract only permanent employee basis as population of study and productivity, outcomes quality employee commitment and employee efficiency will be used as a measure for employee performance.

## **1.6 Significance of the study**

The findings of this study are expected to be significant it studies the relationship between HR practices and employee performance. The importance of this research can be pointed out from different beneficiaries view;

- ✓ The research findings may be used as a source of reference regarding HR practices and its effect on employee performance.
- ✓ May be used by concerned bodies like performance management bodies as an input while preparing human resource management practices.
- ✓ It may be used as a base for other researcher who is interested in the area to investigate further.
- ✓ The findings of this study are considered important to provide insight into the various human resource management practices needed the recommendation.
- ✓ The study can encourage using well – designed human resource management practice to achieve its objectives, in addition, the study could serve as a reference to similar organization and others who wont to benefit from the study as a whole.

## **1.7. Organization of the paper**

The study is organized in to five the first chapter introduced the study by giving the back ground information, research problems, objectives, and cope of the research & significance of the study. The second:- is deals with review of relevant literature on the problems, Definition of Human resource management, HRM practice. The third is discussed their research methodology a adapted for the study and relevant justification if outlines the methodology for carrying out the primary data collection. Chapter four represents the finding on the effect of HRM practice on employee performance on Ethiopia construction Work Corporation. It also lay out Descriptive and inferential analysis on the organization response to the effect of HR practice on Employee performance. The fifth presents the conclusions that were draw form the research finding and recommendation to enhance employee performance through proper application of HR practiced.

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

This chapter cover literature related to HRM practice and its effect on employee performance, classified in to two major parts. The first part cover all theoretical literature and the second part cover empirical studies that have been done in different years by many scholars.

#### **2.1 THEORETICAL LITERATURE REVIEW**

##### **2.1.2 Human Resource Practice Concept**

Human resource management (HRM) refers to the polices, and practices involved in carrying out the human resource (HR) aspects of management position including human resource planning, job analysis, recruitment and selection, orientation, compensation, performance appraisal, training and development and labor relations ( Dessler , 2007). HRM is composed of polices practices, and systems that influence employees behavior, attitude and performance. There are four top models of HRM, Tich and Devana model, Harvard model, Guest model and Warwick model, of HRM (Barton and Gold, 1999). out of those models, Guest model of HRM is considered to be much better than other model (Guest 2002 Aswathappa,2008) has demonstrated the effect of HRM on performance depend upon response of worker towards HRM practice so the effect will move indirection of the perception of employees by practicing HRM. (Ghebrejorgis and Karstan 2007) said that the perception of the employees provide broader evaluation of HRM systems. They also evaluated a positive picture of HRM practice including recruitment & selection, training & development, performance appraisal & compensation. (Qureshi et al, 2007) concluded that HR practice is positively correlated with employee performance. (Huselid1995) have argued that the effect of HRM on behavior of the employees result in the effectiveness of the employees.( Patterson et .al 1997) has explained that HR practice in selection & training effects the performance of employee provided appropriate skills. (Verboten 2008) suggested that quality & quantity performance is positively associated with clear & measurable goals; incentivizes are also positively related with the performance. (Medlin & Green 2009) has stated that goal setting, employee engagement and high level of work place optimism collectively improve the performance of individual of organization.

### **2.1.3 Recruitment and Selection**

Recruitment is the process of gathering qualified applicants for available positions within an organization (Mathis,2004) selection involves choosing the most suitable applicants who satisfy the requirements for a particular job ,the practice of selection is a decision-making activity or psychological calculation of appropriateness (price,2004).Recruitment and selection enables business firms to acquire the appropriate human resources in line with its aims and objectives (Dessler,2010Huselid1995)effective hiring also allows firms to respond to market opportunities and threats in a proactive manner in the dynamic markets .Bratton and Gold(2007,p239).

Recruitment and selection can play a vital role in shaping an Organizations effectiveness and performance, Performance improvements not only a result of well-functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated work force (Al-Ahmadi,2009) (Lunch & Smith 2010) & (Cunningham.1999). Recruitment & Selection is the initial process to evaluate staff this concerned with identification, attraction & selection of the suitable person meeting the job requirements of the organization. It is an important process to carry out otherwise the outcomes inappropriate recruitment & selection is extensive. (Qureshi & Ramey 2006) HR practices are positively correlated with employee's performance whereas selection & training is more affecting the performance rather than other practice. (Chand & Katu 2007) demonstrated that recruitment & selection, part of HRM system is strongly correlated with the profitability & suggests that management of the organization must focus on these HRM practices (recruitment & selection) resulting in a improved organizations profit.(O'Meara & Petzall 2009) found that questionnaire respondents confirmed that job analysis for the particular role including competence knowledge & experience, under taken by the hr executives. It is important to consider fit between successful candidate & the organization. Selection criteria are used as basis on the questions asked by selection panel & interview. The process of recruiting and selecting may come in four stages; defining requirement, planning recruitment, campaign attracting candidates and selecting candidates (Armstrong, 2010).

Recruitment and selection are integrated factors that affect the performance of employee recruitment and select appropriate employee for suitable position of work have close relationships and connections with the organizations development many studies have found positive relationship between recruitment and selection and employee performance.

HRM outcomes were used as mediating factors between HR practices and employee performance and the result was positively with the relationship between recruitment and selection and performance at the employee level. A related study Smith and Lynch showed that recruitment and selection is the first step in employee evaluation process. This is linked with identify, attract and select the appropriate applicant to meet the requirements of the jobs in the organization.

(Marques 2007) involvement of HR department in hiring process helps to enhance knowledge of the workforces & required skills. It is also helpful for the identification of up grading skill requirement of the employees. By such involvement, good communication seems to have synergy effect on the quality within the workforce

Qureshi and Ramey stated that HRM practice are positively and significant linked with the performance of the employee and training and selection is the most factor affecting on the employee performance between all the others practices, based on the previous mentioned studies it can be safely assumed that employee performance is positively affected by recruitment and selection.

#### **2.1.4 Training and Development**

According to (Guest 1997) training and development program is one of the vital human resource management practices that affect the valuable of the work forces knowledge, capability and skill positively. Ultimately, the effects are higher on employee's job performance and creating super companies. (Danville Delvalle, et al 2009) training provides employees with the skills, abilities & knowledge required by the post. This effect can be explained in a way that the organization is interested in investing in training for the employees & giving them confidence & intends to count on them in the future, they will make effort & give their best at their work in an effective way. (Jayawarna et al.2007).Formal training in comparison with informal training is more effective & significantly associated with performance.(Denby 2010).Training is a continuous process, one that is constantly refreshed & renewed according to the needs & requirements of the individuals along / with encouragement to revisit the contents after that training. Training needs varies from industry to industry so one cannot be sure that the particular industry or the organization should conduct training every year, semi annually or quarterly. (Wilson & Western 2006). sometimes training plans are same for the next year which may illustrates that possible needs required to perform a job are not addressed by the manager & the employee & as well.

Type of trainer is total depends on the nature of the training as external trainers brings huge, important & diverse knowledge of multi corporate environment to share with trainees & internal trainers as well. So it is advantageous for them to gain knowledge to make jobs easier & effective. (Tzafirir 2005) also asserted strongly those trainings an important element in producing the human capital. Investing in training programs can make employees feel indebted to the company. Training is necessary for employees to perform particular job because most jobs require specific skill and knowledge by which the job is much easier to perform as it is in the benefit of the employee. (Qureshi et al. 2007), conclude that training as an practices has a very positive impact on the performance of the employees as there is highly positive correlation is found in the study. The main purpose of training and development is by improving the employee skill knowledge so that organizations can maximize the efficiency and effectiveness of their human assets (Meyer and Smith 2000).

Employee performance refers to the degree of achievement of the mission at work place that builds up on employee job (Cascio 2005). Different researchers have different thoughts about performance. Most researchers used the term performance to express the range of measurement of transactional efficiency and input and output efficiency. Researchers noted effective training and development is very crucial to the employees, the organization and their effectiveness (Devi & Shaik 2012).

### **2.1.5 Performance Appraisal**

(Francis & Klener 1994) & (Boice & Kleiner 1997). Employees evaluation, also known as performance appraisals are crucial for the operations of the organization as well as the advancement of employees. Rating the employees is necessary as it helps to identify the leading positions in the organization. To acknowledge employee, a proper work review of the employees must be done which further helps to rewards them when appropriate. The implementation of the performance appraisal system is a complicated and difficult job because it requires an accurate and fair appraisal of an employee's performance.

Employee commitment and productivity can be improved with performance appraisal systems (Brown and Benson, 2003). Performance appraisal represents a formalized process of worker monitoring and is intended to be a management tool to improve the performance and productivity of workers (Shazed et. al. 2008). The performance appraisal system, in the

perspective of the process of observing and evaluating employee's performance and providing feedback, is a potentially important method for developing an effective work force. Performance appraisal to them is used as a mechanism for improving employee performance. it is widely recognized as the primary human resource management intervention for providing feedback to individuals on their work – related achievements that ultimately improve workers performance. (Boice and Kleiner, 1997) reports that effective appraisal system helps to produce committed and motivated employees, it is important to be effective, accurate record keeping, Clearly defined measurement system and frequent review of performance. Objectives must be defined with full consultation of the employee and supervisor which helps indirect communication between them.

According to (Waddell et.al. 2000) Performance appraisal can be used as an aid in making decisions pertaining to promotion, demotion. Retention, transfer and pay. (Evrin 2009) also analyzed whether appraisal system leads to employee performance, it was conclude that in terms of administration ,the appraisal system helped define roles and responsibilities more clearly, review and determine job description, determine organizational goals and objectives and also lead to continuous learning , team building and improve employee performance.

### **2.1.6 Compensation.**

Compensation is one of the human resource management functions that deals with every type of reward individual receive in exchange for performing organizational tasks, such as wages, salaries, and bonuses. The objective of the compensation is to create a system of rewards that is equitable to the employer and employees.(Huselid 1995) asserts that the compensation system is recognized as employee merit and it is widely linked with firm outcome. Compensation by its definition means all monetary payments and all commodities used instead of financial to recompense employees. The reward system was organized to attract and motivate so as to keep employees.

(Thang 2004) suggests that compensation and reward can be powerful tools for getting efforts from the employees to fulfill the organizations goals. The rewarding has much different system to follows, the financial reward can be base pay and performance related pay. Bas pay is determined with internal and external rates that are the form of job evaluation and market rates and it is expressed with the relation to a certain time period i.e. year, month and week.



The levels of pay are agreed with individual agreements or with collective agreements (with labor unions).

(Armstrong 2010, p, 275). Most of the time the firms used performance based compensation to reward employees that enhance employee performance. (Brown e.ta.l, 2003 suggest that performance based compensation positively influence employees performances. According to Wright, 2003 an effective HRM strategy is to integrate performance and compensation system enhance employees will to work effectively and efficiently.

(Tessma and Soeters 2006) indicate a significant correlation between compensation and employee performance. it is important that employee view compensation practice in a favorable light as compensation practice heavily influence employee recruitment , turn over and productivity.

This study reveals that the selected four items of HR practice have significant relationship with operational (employee productivity) and good performance outcomes. (Hamiza Mohammed, Hamiza Edrise, and Alqudah 2014) .These researcher evidence shows that effective HRM practices can have positive effect on employee performance. In a literature review,( Delery and Doty 1996) identified seven HR practices that have been consistently considered (HRM) Practices. They defined HRM practices as those that are theoretically or empirically related to over all organization performance. These practices include internal career opportunities, formal training systems, results oriented appraisals, employment security, participation, job descriptions, and profit sharing. The relationship between Human Resource practice and work out comes is an increasingly researched topic human resource management (Edger&Geare, 2005).

More specifically HRM is hypothesized to fulfill employees' needs which enhance favorable attitudes, and subsequently improver's performance out comes (Edger and Geare, 2005: kuvaas 2008).previous studies have also shown that implementing HRM practice is an important means through which favorable out comes can be fostered, For example, the presence of strong recruitment and selection practice, promotional, opportunities, grievance resolution mechanisms, flexible benefit plan employee responsibility, autonomy and team work were found to relate positively to organizational commitment (Young and Meurs,2007).

The successful implementation or failure of Human Resource Management practices depends on the skills of the managers (Guest, 2011)

### **2.1.7 Employee Performance**

Employee performance is one of the most factors that affect on the performance of the organization (AL- Qudah, AL- Shafanawi, 2014). The successful organization understands the important of HR as a critical factor directly affects and contributes on the performance. Human resource management practice is employed to evaluate the performance of the employee in the organization and in modern era and highly competitive climate between the organizations. The tendency to improve employee performance is by improving the HRM practice. The employee performance is use of knowledge, skills, experience and abilities, to perform the assigned mission required by their managers efficient and effectively.

The importance of the employees performance can be in form of several points such as, help to consider the cost of the resource used, measure of the quantity and quality of work done, help to survive and excel between the firms, help to assess and attain of established performance goal and to increase the efficiency of the employee performance and helps to make the right decisions.(Kaplian, 2003) explained the main methods of evaluating employee performance based on employee attributes which confirm characteristics or qualities important to the firm, employee behavior which are widely used for evaluating or defining employee behaviors necessary to complete a job successfully and employee achievements which show the extent to which specific objectives or aims have been met, exceed or not met.

### **2.1.8The relationship between HRM practice and Employee Performance**

A number of studies have shown similar positive relationship between HR practices & various measures of employee performance. For instance last decades witnessed substantial development in the area of institutional planning, HR strategies, establishment of pay & rewards, mechanism capacity building of individual & teams, improvement in HR functions, managerial development, performance management, and workplace relationships in developed world. But the scenario is depressing in developing countries. Getting the best & desired outcome has been point of concern for organizations rewards, low salaries, lack of accountability & absence of value system for greatening award & rewards.

According to (Gerhart 2007) Human Resource management is a combination of multiple factors and these factors are practice, policies, and system which influence the behavior attitude and performance of the employee towards an organization in positive way.

Human Resource management Practices are linked with the management of human resource activities necessary for staffing the organization and sustaining high employee performance (Mahamood,2004).There has been an increase in the experimental studies that examines the influence of some practices of Human resource Management (HRM) on performance of employee (Becker and Huselid, 2006,Bowen) Human resource practices that can influence the performance of an organization on their own or when merged with other. However, the result cannot or when merged with other.

However the result cannot be easily interpreted (Ahmad and Schroeder, 2003). In order examine the influence of HR practice on performance of employees which is also related organizational growth. Employee performance is one of the most factors that effect on the performance of organization. The successful organization understands the importance of HR as a critical factor directly affects and contributed on the performance. Human resources are considered as one group of key success factor in organization (Dessler2010; Barney et-al, 2001).

Lado and Wilson (1994, p.701) describe human resource practice as asset of distinct but interrelated activities, functions and process that are directed at attracting, developing and maintain (or disposing) of a firms human resource. The HRM practices contribute significantly to the accomplishment of firm objectives and to creating and adding value for its customers and physical resources. Various studies have attempted to delineate HRM practices (Dessler, 2010), (Ahmad and Schroeder 2003; Kaya 2006). In general terms HRM comprise practices and activities of acquiring, retaining, empowering and motivating employees. In order examine the effect of HR practice on performance of employees which is also related organizational growth. Employee performance is one of the most factors that effect on the performance of organization. The successful organization understands the importance of HR as a critical factor directly affects and contributed on the performance.

The relationship between human resource practice and employee performance is an increasingly researched topic in human resource management (Farid et al 2014 and Al –Qudah et al 2014). More specifically HRM is supposed to comply with employees needs which enhances favorable

attitudes and subsequently improves performance outcomes. (Kuvaas2008). This is in synch with social exchange theory (SET) which argues that HRM practice provides positive and relevant exchange relationship among employee and employer especially when the need of individual workers are considered to which employees reciprocate with favorable attitudes and behavior (Gould Williams and Davies ,2005).( Guest 2002) has demonstrated that the effect of HRM on employees and organizational performance depend up on responses of workers towards HRM practices, so the effect of HRM practice move in the direction of the perception of employees . (Qureshiet.al, 2007) concluded that HRM practice are positively correlated with employees performance.

### **2.1.9 Employee Performance Measurement**

The concept of performance are studied through evaluation of performance is the process classifying certain out comes within a definite time frame (Coens & Jenkins, 2002) .More over the axiom if you can't measure it, you can't manage it, underpins the rationale for organization having a completed and comprehensive performance measurement system such as the Balanced Score Card or total quality performance management. This approach connects measuring throughout an organization to translate high level objectives in to lower level activities.

This approach connects measure throughout an organization to translate high level objectives in to lower level activities .this measure are imposed an individual employees to monitor their performance of these activities (Plats and Sobotaka 2010). Performance criteria need to be unambiguous, clearly explained relevant to the work tasks under taken by employees and achievable. The criteria should not include factors beyond the control of the individual employee. Supervisors also need to be trained to provide regular, meaningful and constructive feedback.

Employees should also be providing with appropriate training and development opportunities to overcome weakness in performance identified through the appraisal process. The assessment of individual employee behavior and work performance and not the personality of the employee (O,Brien, 1999). According to (Huseled 1995), employees within firms contribute for organizational performance and HRM practice can affect individual employee performance through their influence over employees skill and motivation and through organizational

structures that allow employees to improve how they jobs are performed. (Bhatti 2007), and (Qureshis, 2007) perspectives productivity is a performance measure encompassing both efficiency and effectiveness.

Labor productivity means the output of workers per unit of time which is commonly used and straight forward measure of productivity is approximately equal to the difference between the growth rate of output and growth rate of the number of hours worked in the economy (Christopher, Gust and Jaime Marquez, 2004).

There are a number of measuring that can be in to consideration when measuring performance for example, using of productivity, efficiency, effectiveness, quality and profitability measures (Abuja 1992) as briefly explained here after.

Productivity is expressed as a ratio of output to that of input (Stoner, Freeman and Gilbert JR1995). It is a measure of how the individual, organization and industry converts input resources in to good and services. The measure of how much output is produced per unit of resources employed (Lipsey 1989).

Efficiency is the ability to produce the desired outcomes by using as minimal resource as possible.

Effectiveness is the ability of employees to meet the desired objectives or target (Stoner, 1996).

Profitability is the ability to earn profits consistency over a period of time. It is expressed as the ratio of gores profit to sales or return on capital employed (Wood and Stangster2002).

Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler and Armstrong 2002).It is increasingly achieving better products and services at a progressively more competitive price (Stoner 1996, Aidan, 2013).

According to Hawthorne studies and many other research works on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs (Londy, 1985). Moreover, it is stated that employees are more likely less efficiency and productivity if they are not satisfied with human resource management practice. Employee

performance is higher in happy and satisfied workers and the management found it easier to motivate high performers to attain firm targets. (Kinicki and Kreitner, 2007). Employee could be only satisfied when they feel themselves competent.

Additionally, as noted by (Draft 1988), it is the responsibility of the company manager to ensure that the organizations strive to and thus achieve high performance levels. This therefore implies that managers have to set the desired levels of performance for any periods in question. This they can do by for example, setting goals and standards against which individual performance can be measured. Companies ensure that there are contributing to producing high quality products and / or resources through the process of employee performance management. It is important to note that performance management includes activities that ensure that organizational goals are being consistently met in an effective and efficient manner. Performance management can focus on employee performance of employees, department, and process to build a product or service. Earlier research on productivity of worker has showed those employees who are satisfied with their job will have higher work performance (Londy 1985). Further Still, (Kinicki and Kreitner 2007) document that employee performance is higher in happy and satisfied workers and management find it easy to motivate high performers to attain firm targets.

High performing, effective organizations have a culture that encourages employee involvement. Therefore, employees are more willing to get or problem solving activities, which subsequently result in higher employee performance. If employee output is produced by two factors, Labor and capital, then the growth of labor productivity depends upon the rate of capital deepening, and the growth of multifactor productivity (Christopher Gust and Jaime Marquez 2004). capital deepening refers to arise in the ratio of capital to labor, that is an increase in the amount of capital which includes machines, structures, and infrastructure, For a given level of technology, capital deepening raises workers, ability to produce more output with the same level of effort increases in multifactor productivity may reflect advances in technology but they also reflect any other developments that result in greater efficiency, such as reorganization of tasks in affirm or improvements, in distribution channels used to deliver goods .

Empirical research studies have found a significant relationship between HRM practice and employee performance. The Malaysian Government has a vision of becoming a developed country by year 2020. In view of this the government has embarked on deregulation of

understanding the human resource practice that will improve employee performance. Then he tries to examine the effect of certain HR practice on employee performance. The study was under taken with the basic objectives of identifying the effect of HR practice on employee performance at Telecom Malaysia. Three major HR practice where chosen for the study training, performance appraisal and employee participation. The finding of the regression analysis proved that there was a significant influence of training and performance appraisal on employee performance. It was found that the employee participation in decision making has no influence on the employee performance.

This study results match with (Tahir 2006) findings where he revealed that training and performance appraisal are highly significant in employee efficiency and effectiveness. Likewise the findings from this research are in line with the result from (Singh 2004) it reviled that training and performance appraisal has significant influence on organizational and employee performance. (Uen & Chien 2004) compensation has been as one of organization incentives arrangement that encourage employee's performance retention.

(Sultana et: al 2012) in his study showed that employee training helps to develop organization performance, take vital role in improving employee performance as well as increasing productivity and eventually helps to place organizations in the best position to face competitive changes and stay on top.

(Kahn 2010) has measured five human resource management practices that affect the performance of oil & gas industries in Nigeria. He measured recruitment & selection, training & development, performance appraisal, compensation & reward. Employee relations to see their effect on performance optimization, factor & regression analysis indicated appositive & significant association of those practice with performance optimizations.

## **2.2. Results of Empirical Studies of HRM and Employee Performance**

The results from number of empirical studies that show the effect of HRM practice on employee performance are summarized in table below.

<b>Authors</b>	<b>Area of Study</b>	<b>Significance</b>
<b>Tsaura&amp; Lin (2004)</b>	Evaluating Human Resource Management practices effect on employee service quality & behavior in Tourist Hotel	The study result indicates that Human Resource Management practice had partially an indirect effect through employee service quality employee & behavior. Means there is relationship between human resource practice & service quality.
<b>Budhwar (2007)</b>	Examine the relationship between HR practice & employee performance 178 manufacturing firms in Greek.	The study revealed positively relationship between HR practices such as (recruitment & selection, training & development, promotions, incentives, benefits, involvement safety) & employee performance.
<b>Forly (2008)</b>	Evaluate the effects of Human Resource Management practice on employee performance.	The research results indicate employee performance (output) depend on Human Resource daily activity & organizations strategy & policy
<b>Kundy (2009)</b>	To investigate the effect of HRM practices on productivity.	A study of Indian & Multinational companies conclude that, competitive advantage of accompany can be generated from Human Resource (HR) and company performance is influenced by asset of effective Human Resource Practice.



<p><b>Tanver et.al</b> <b>(2011)</b></p>	<p>The impact of Human Resource Management practice on the employee performance.</p>	<p>All variables recruitment &amp; selection, training &amp; development, performance appraisal is found to be significantly related with performance of employees. He found that recruitment &amp; selection and performance appraisal plays a vital role for the performance of employees.</p>
<p><b>Sarbapriya, Ray &amp;IshitaRay</b> <b>(2009)</b></p>	<p>To investigate the effect of selected Human resource Management practice on employee productivity.</p>	<p>It was that factors like performance appraisal, participation in decision making training and development empowerment, compensation influencing human resource management (HR) practices have significant association with job satisfaction. It has also been found that other elements like training &amp; development, empowerment compensation have substantial effect on employee performance.</p>
<p><b>Soomro et.al</b> <b>(2011)</b></p>	<p>Evaluate the perceptions of employees on HR practices.</p>	<p>The researcher found that HRM practices (training, selection, carrier planning employee participation, job definition performance appraisal &amp; compensation) Correlated positively with employee performance.</p>
<p><b>Farog and Aslam</b> <b>(2011)</b></p>	<p>To examine the impact of training &amp; feedback on employee performance</p>	<p>The results of the researcher showed that training programs are effective tools for the enhancement of employee's performance.</p>

<p><b>Hamzah Mohammed and Abdlla Osman (2014)</b></p>	<p>To evaluate the effect of Human Resource practice on employee performance.</p>	<p>The research investigated the factor that affect on recruitment &amp; selection compensation to ward employee performance. The results indicated that recruitment and selection and compensation significantly correlated with employee performance.</p>
<p><b>Zaini Abdullah 2014</b></p>	<p>To identify commonly HRM Practices effect on private companies Performance. The case of Malaysia private companies.</p>	<p>The research showed that training and development, team work, compensation incentives, HR planning, performance appraisal and employees security have positive and significant influence on business performance with the exception for compensation incentives and employee security.</p>

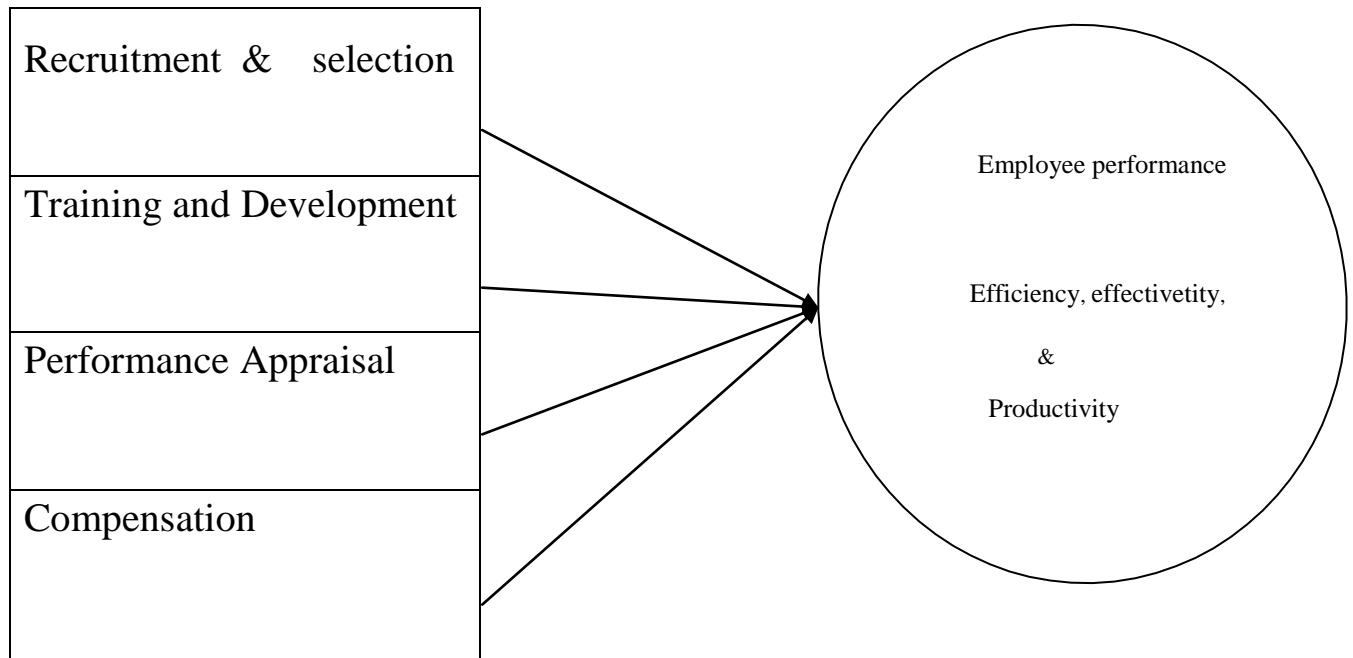
**Source: Different Literature Review**

### **2.2.1 Theoretical / Conceptual Frame Work**

The dependent variable of employee performance is influenced by almost each practice of human resource management as discussed in literature. But for the present study, I am choosing four independent variables - recruitment and selection, training and development, performance appraisal and compensation practice. The variables are decided on the basis of a study conducted for Ethiopian Works Construction Corporation Jimma District (ECWCJD) to understand the relationship among human resource management (HRM) practice with perceived performance of the district employee.

## Independent Variable

## Dependent variable



**Source: developed by researcher from the reviewed literature.2018**

# **CHAPTER THREE**

## **RESEARCH METHODOLOGY**

This chapter incorporates the detailed research design methodology in general. It was explain the research design, target of population, sample determination, sampling technique, source of data, procedure of data collection, analysis and interpretation, reliability and validity test are presented respectively. This study was examined the effect of human resource management practice on employee performance of Ethiopian Construction work Corporation /Jimma District/

### **3.1 Research Design**

Research design is the blue print for fulfilling research objectives and answering research questions (Johu A.H. et al., 2007; 20-84). In other words, it is a master plan specifying the methods and procedures for collecting and analyzing the needed information. For this study the researcher utilized both descriptive and explanatory research design. The major purpose of descriptive research is description of the state of affairs as it exists at present. Then this study describes and critically assesses the effect of human resource management (HRM) practice on employee performance of Ethiopian Construction Works Corporation (Jimma District). Second, the study employs explanatory in that the relationship between variables is correlated with an aim of estimating the integrated influence of the factors on employee performance.

### **3.2 Target Population**

All employees of Ethiopian Construction Work Corporation /Jimma District employees are target populations of the study. Therefore, the focus of the study was the effect of HRM practice on employee performance ECWC /Jimma District / that have 1219 employees.

### **3.3 Sampling Design and Technique**

The target population of this study was made up of all employees of Ethiopian Construction Work Corporation / Jimma District. This study the researcher was used stratified sampling design. Because of the researcher believes that it is necessary to include representative respondents from each division of the organization: (Lombard, 2010).

To select sample respondent the respondents were divided in to six strata namely, Administration staff, financial staff, Engineering staff, Supply and Procurement staff, Equipment Maintenance staff, Work Execution staff. In this sampling technique the strata are

formed on the bases of the centers' attributes, this may increase the accuracy of the data through allocation of the sample to each stratum. Also this method can be used to improve the samples representativeness of the population. By ensuring those characteristics and to improve the samples representativeness of the population by ensuring those characteristics & there proportion of the study sample reflect the characteristics of the population. Then the sample respondent from each stratum selected randomly using simple random sampling technique. Random sampling is advantageous in that each member has an equal probability of being included in the sample (Lombard 2010) after that sample random sampling technique was used to determine sample respondents from each stratum.

### 3.4 Sample size Determination

Sample size determination was based on the formula of sample size determination formula that was developed by Bariddam (2001; 93) and the sample size computed as follows:--

**Where; n=** The required number of sample size

**N=** Number of total population

**e=**Level of significance

**N=1219 e=0.05**

$$n = \frac{N}{1 + N e^2} n = \frac{1219}{1 + 1219 (0.05)^2} = 301$$

$$\frac{1219}{1 + 1219 \times 0.0025}$$

$$\frac{1219}{4.0475} = 301.17$$

$$= \underline{\underline{301}}$$

### 3.5 Proportional Allocation

The 301 respondent will be selected from each Department on proportion basis, since the number of employees in each Department is not the same.

Where:-  $n_h = \frac{nN_h}{N}$

**N=**  $\sum N_h$  = total number of employees

$N_h$  = Total number of population size in stratum-h

$n = \sum n_h$  .....total number of sample

$n_h$  = Total number of sample size in stratum-h

$$N_h = \frac{n N_h}{N} =$$

$$n_1 = \frac{n N_1}{N} = 301 \times 198 \div 1219 = 49$$

$$n_2 = \frac{n N_2}{N} = 301 \times 136 \div 1219 = 34$$

$$n_3 = \frac{n N_3}{N} = 301 \times 152 \div 1219 = 37$$

$$n_4 = \frac{n N_4}{N} = 301 \times 160 \div 1219 = 40$$

$$n_5 = \frac{n N_5}{N} = 301 \times 147 \div 1219 = 36$$

$$n_6 = \frac{n N_6}{N} = 301 \times 426 \div 1219 = 10$$

**Table 3.1 Response rate Per Strata.**

Department	Sample size	Response	Percentage %
Administration Team	49	49	100%
Financial Team	34	34	100%
Procurement & supply Team	37	37	100%
Equip. Maintenance Team	40	40	100%
Engineering Team	36	36	100%
Work excavation Team	105	105	100%
Total	301	301	100%

**Sources: Jimma District Human resource Department (2018).**

### **3.6 Source of Data Collection**

The researcher used for this study both primary and secondary source of data. Primary source of data is obtained through questionnaire that collected from employees and managers. Secondary source of data was gathered from published literatures, and empirical studies, books, journals articles, internet and ECWC web site

### **3.7 Method of data collection.**

The main method of data collection for this study was questionnaire and interview to collect data. The questionnaires are directly distributed and collected from the target population. Semi - structured interview was conducted for the HR manager, team leaders, most of the respondent educational level are diploma, certificate & 12 grade complete for this the question designed in both English & Amharic language this is to utilize those who cannot clearly understand English language so they respond easily, in those procedures the researcher collected data about the effect of HR practice on employee performance by considering the independent variable i.e. recruitment and selection, training and development, performance appraisal, and compensation. Dependent variable was employee performance.

### **3.8 Reliability**

Before applying statistical tools, testing of the reliability of the scale is very much important as it shows the extent to which a scale produces consistent result if measurements were made repeatedly. This is done by determining the association in between scores obtained from different administrations of the scales. If the association is high, the scale yields consistent results, thus it is reliable. Cornbach's alpha is a coefficient or reliability. It's commonly used as a measure of the interval consistency or reliability of a psychometric test score for a sample of examines. It was first named by Lee cronbach in 1951, as he had intended to continue with further coefficients.

The Measclres can be viewed as an extension of the Kunder- Richardson formula 20 (KR-20) which is an equivalent measure for Dichotomous items. Hence, according to (Lombard 2010), coefficients of 90 or greater are nearly always acceptable, 80 or greater is acceptable in most situations, and 70 may be appropriate in some exploratory studies for some indices. Therefore, the researcher used the above mentioned literature in to consideration and tested the reliability

of the items which were developed for respondents. And, as indicated in table the reliability of the whole items is 0.960 which shows as the whole items were reliable and acceptable because. As Lombard stated Coefficients of 0.9 or greater are always acceptable.

**Table 3.2 Reliability Test of the Items**

<b>Variables</b>	<b>N of items</b>	<b>Cronbach's Alpha</b>
Recruitment & Selection	10	.980
Compensation	8	.968
Training & Development	10	.972
Performance Appraisal	10	.898
Employee Performance	8	.984

### **3.8.1 Validity test**

Validity defined as the accuracy and meaning fullness of the inferences which are based on the researcher results (Creswell 2009) content validity of measures were determined for the validation of an instrument. (Collins & smith 2003) and (Minbarve 2009)

A pilot study conducted to refine the methodology and test instrument such as questionnaires before administrating final phase. Questionnaires was tested on potential respondent to make the data collecting instrument objective, relevant, suitable to the problem and reliable as recommended by (John Adams et al 2007). Issue raised by respondents was corrected and questionnaires were refined. Besides, proper detection by an advisor was also taken to ensure validity of the instruments. Finally, the improved version of the questionnaires were printed, duplicated and dispatched.

### **3.9 Measurement of variables**

In this study, subjective performance measurement was utilized. The first part of the questionnaire contains demographic information about respondent (sex, age, marital status, year of work experience, Educational level, position). In section two, Human resource management practice. (Recruitment & selection Training & Development, Performance appraisal, and Compensation) Independent variable items of the questionnaire are developed on the basis of



literature review and studying some previous questionnaires. A five point Likert- type scale was used as the response format with assigned values ranging from 1 being "Strongly disagree" to 5 being "Strongly agree". (Bhattacharje, 2012)

The next section Independent variable has incorporated opinion of the respondents concerning rate of the employee's performance. The items of the questionnaire were developed on the basis of literature review and with adopting A five point Likert-type scale was used as the response format with assigned values ranging from 1 being "Strongly disagree" to 5 being "Strongly agree".(Bhattacharje, 2012). Finally the researcher incorporate semi structured interview for team leaders &HR manager.

### **3.10 Data Analysis**

This is the further transformation of the processed data to look for patterns and relationship between and or among data groups by using descriptive and inferential (statistical) analysis. The statistical package for social science (SPSS) version 20 was used to analyze the data obtained from primary and secondary sources. Specifically, descriptive statistics (mean standard deviation and charts) and inferential statistics (correlation and regression) were taken from this tool.

#### **3.10.1 Descriptive Analysis**

Descriptive Analysis was used to reduce the data into a summary format by tabulation (the data arranged in a table format) and measure central tendency (mean and standard deviation) and measure of central tendency (mean and standard deviation), and to show the current status of human resource management (HRM) practice of Ethiopian Construction Works Corporation (Jimma District). The reason for using descriptive statistics was to compare the different factors. Besides, the interview questions were analyzed using descriptive narrations.

#### **3.10.2 Inferential Analysis**

According to (Sekarn 2000) inferential statistics allows to infer from the data through analysis the relationship between two or more variables and how several independent variables might explain the variance in dependent variable. The following inferential statistical methods were used in this study.

### 3.10.3 Regression

According to Phyllis and his associates 2007, inferences have a very important in management research. This is so because conclusions are normally established on the bases of results. Such generalizations were therefore, the population from the samples. They speculate the Pearson product moment correlation coefficient is a widely used statistical method for obtaining an index of the relationship between two variables when the relationship between variables in liner and when the two variables correlation are continuous.

To ascertain whether a statistically significant relationship exists between independent variables (recruitment & selection, training & development, performance appraisal and compensation) with dependent variable (employee performance) the product moment correlation coefficient was used.

Multiple liner regression is used to analysis the relationship, and to see the significant effect of the independent variable on dependent variable.

### 3.11 Model Specification

The equation of multiple regressions on this study is generally built on around two sets of variables, namely dependent variables (employee performance) & independent variables (recruitment & selection, training & development, performance appraisal and compensation).

$$Y_i = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

**Where;**

**Y**=is the response or dependent variable-employee performance

**X1**= Recruitment and Selection (**RS**),

**X2**=Training and Development (**TD**),

**X3**=Performance Appraisal (**PA**) and

**X4**= Compensation (**CM**) are the explanatory variables.

**$\beta_0$**  is the intercept term-constant which would be equal to the mean if all slope coefficients are **0**.

**$\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$**  are the coefficients associated with each independent variable which measures the change in the mean value of **Y**, per unit change in there.

Accordingly, this statistical technique was used to explain the following relationships.

Regress employees performance (as dependent variable) on the selected linear combination of the independent variables using multiple regressions.

### **3.12 Description of variables**

Recruitment and Selection is the process of staffing employee in, organization consists of finding, evaluation, and assigning people to work (employee skills and organizational structure contribute to high productivity Huselid 1995).

Training and development is the field concerned with organizational activity aimed at improving productivity and enhancing skills of individuals and groups.

Performance appraisal represents, in part, a formalized process of worker monitoring and is intended to be a management tool to improve the performance and productivity of workers (2008 Shahzad, Basher and Ramey).

Compensation is systems that organization offers to the employee play a key role in increasing employee motivation performance and productivity. Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Armstrong 2000).

### **3.13 Ethical Consideration**

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

## CHAPTER FOUR

### DATA, ANALYSIS AND DISCUSSION

#### 4.1 Introduction

In this chapter presents the results of the empirical analysis of the study. The discussion focuses on Human resources practices and their effect on employee performance with the context of data Ethiopian Construction Works Corporation Jimma District (ECWCJD). The results are displayed with regards to the order of arrangement of the questioners. The main issues covered are demographics of the respondents and data presentation in terms of tables, charts and cross tabulations to address the objectives of the study.

#### 4.2 Respondents Return Rate.

As presented in Table 4.1 out of the total 301 distributed questionnaires, 284 were properly filled and collected which accounts the response rate of 94.4 % and no questionnaires were discarded in relation to missing data. Table 4.1 shows the response rate per department.

**Table 4.2.2 Socio-Demographic characteristic of Employee performance**

Name of Variable	Category of Variable	Frequency	Percent (%)
<b>Sex</b>	Male	225	79.4
	Female	59	20.6
	Total	284	100
<b>Age in year</b>	18-30	101	35.5
	31-50	168	59.5
	Above 50	15	5.0
	Total	284	100
<b>Marital Status</b>	Single	88	29.2
	Married	196	70.8
	Total	284	100
<b>Educational Level</b>	Under 12 grade	12	9.6
	12 Grade complete	55	18.3
	Certificate	75	24.9
	Diploma	97	32.2
	First Degree	41	13.6
	Master Degree	4	1.3
	Total	284	100
<b>Work experience</b>	< 10 Years	98	38.2
	10-20 Years	86	28.6

	21-30 Years	88	29-2
	> 30 Years	12	4-0
	Total	284	100
<b>Work status</b>	Supervisor	24	13
	Non supervisor	260	87
	Total	284	100

**Source: Based on survey questioners (2018).**

#### **4.2.1 Back ground of respondent by Sex**

The researcher collected data on the gender of the respondents. we can see from figure 4.1.2 above that there were more male 225 (79.2 %) respondents than female 59 (20.8 %) this is expected, since the district is a construction organization and is dominated by male gender

#### **4.2.2 Back ground of respondent by Age**

From the finding 5% of the respondent were aged above 51years old which indicate they are in a apposition to retired in the near future. Above thirty five percent of the respondents were yang aged group of between 18-30 years old. Lastly 59.5 % were between 31- 50 years. Over 50 % of the respondents of the district were middle aged, by taking (ILO2013) as a reference implying that they could have good productive prospects.

#### **4.2.3 Back ground of respondent of marital status**

With regard to marital status, as it is indicated in the pie chart, the majority of the respondents 196 (69 %) were married and the rest 88 (31%) were single, this has implication that if the employees are married turnover could be slightly reduced as result of settled life.

#### **4.2.4 Educational background of respondents**

The chart 4.5 shows educational level represent ion. The respondents who had under 12 grades were 4.2 %, (12) while those who had 12 grade complete 19.3 % (55), above 26.4 % (75) of the respondent had certificate, while those who had diploma were 34.1 % (97). The first degree and master's degree were represented by 14.4 % (41) and 1.4% (4) respectively. This signifies that the majority of the respondents were diploma holders in terms of their educational level and the

district should plan for the development of its workers to upgrade degree and masters level so as to increase of their job performance.

#### **4.2.3 Back ground of respondent of marital status**

With regard to marital status, as it is indicated in the pie chart, the majority of the respondents 196 (69 %) were married and the rest 88 (31%) were single, this has implication that if the employees are married turnover could be slightly reduced as result of settled life.

#### **4.2.4 Educational background of respondents**

The chart 4.5 shows educational level representation. The respondents who had under 12 grades were 4.2 %, (12) while those who had 12 grade complete 19.3 % (55), above 26.4 % (75) of the respondent had certificate, while those who had diploma were 34.1 % (97). The first degree and master's degree were represented by 14.4 % (41) and 1.4% (4) respectively. This signifies that the majority of the respondents were diploma holders in terms of their educational level and the district should plan for the development of its workers to upgrade degree and masters level so as to increase of their job performance.

#### **4.2.5 Work experience of the respondent.**

The findings showed that 34.5 % of the respondents had been in employment for less than 10 years, 30.2 % had worked 10- 20 years, 30.9 % between 21- 30 years, and 4.3 % the respondents had over 31 years working in the organization. Over 65% of the respondent more than fifteen years experience in organization. From this we can conclude that the most of the district staffs have good work experiences which can help them to do their responsibilities effectively and efficiently.

## 4.2.6 Work status of the respondents

According to the findings result pie chart 4.1.7, 24 of the respondent were supervisor and 260 non supervisors. This shows a 8.55 % and 91.5 % representation of supervisor and nonsupervisory. This indicates above 90% of the respondent which is directly related in productivity. In general, the results of the demographic characteristics of the respondents indicate that they can clearly understand and respond to the questions provided to them to get her the primary data.

## 4.3 Current HRM practice of ECWC (Jimma District)

Listed below are statements about Human resource practices related issues regarding the organization you currently work, For each please indicate your level of agreement with the following statements so that your answer to these questions will enable the research to assess the effect of HRM practice on employee performance in your organization.

**Table 4.3.1 Recruitment and Selection Practice**

S.No	Recruitment and selection practices	SD	DES	NEU	AGR.	SA	Mean Value	
1	Our organization places the right person in the right job.	Frequency	19	87	114	45	19	2.86
		Percent	6.6	30.6	40	15.8	6.9	
2	Adequate & relevant information about the organization & job is provided to the candidate at the time of recruitment.	Frequency	7	10	28	201	38	3.90
		Percent	2.4	3.5	9.8	70.7	13.3	
3	Selection of candidates in our organization is strictly based on his / her merit.	Frequency	28	163	59	19	15	2.72
		Percent	9.8	57	20.7	6.6	5.2	
4	The organization fills vacant positions from internal and external sources	Frequency	8	20	16	190	50	3.90
		Percent	2.8	7	5.6	66.9	17.6	

5	Only candidates with the relevant skills are considered during the selection process.	Frequency	15	34	30	157	35	3.58
		Percent	5.3	12	10.6	55.3	12.3	
6	Our organization recruitment & selection process equal for all candidate.	Frequency	7	23	39	172	43	3.79
		Percent	2.4	8	13.7	60.5	15.1	
7	The organization make effort to attract the person for a given important position	Frequency	16	61	132	59	16	2.99
		Percent	5.6	21.4	46.4	20.7	5.6	
8	The organization recruitment & selection process based on desired knowledge, skills & attitude.	Frequency	22	29	37	148	48	3.62
		Percent	7.7	10.2	13	52.1	16.9	
9	The organization recruitment & selection system is highly scientific.	Percent	37	153	33	42	19	2.47
		Frequency	13	53.8	11.6	14.7	6.6	
10	The recruitment & selection process the organization use valid & standard test.	Percent	18	59	131	62	14	2.99
		Frequency	6.3	20.7	46.1	21.8	4.9	
Grand Mean =							3.28	
Percent =							100	
5= Strongly Agree (SA) 4= Agree (A) 3= Neutral (N) 2= Disagree (D) 1= Strongly Disagree (SD)								

**Source; Based on survey questioner (2018)**

Based on analysis of response given by the sample respondent show table 4.3 item 1 above , the significant proportion of respondent that account 40 % neutrals, 36 % not agreed only few number 22.7 % of respondent agreed. Furthermore, the mean value results are (2.86) this shows that the majority of the respondent not happy with the organization placement practice. From the HR managers explanation, as it can be seen in table 4.2.2 item 2 above, regarding the



organization providing adequate and relevant information to the candidate during the time of recruitment. 70.7 % of the respondent agree and 13.3 % strongly agree, 9.8 % neutral or no idea, while 3.5 % respondents disagree & 2.4 % strongly disagreed, moreover, the mean value result indicates (3.90). This figure shows that majority of them perceive that the organization provide adequate and relevant information to the candidate during time of recruitment.

Table 4.2 .1 item 3 shows that (66.9 %) of the respondent expressed their disagreement, and 20.7 % of respondent no idea or neutral, only (11.8 %) of the respondents were agreed. Moreover, the mean value result indicates (2.72). This figure shows that majority of the respondent are not comfortable with selection process of the organization, because selection of candidates are not strictly based on merit. From this descriptive analysis results, it can conclude that the organization selection process have problem.

Table 4.2 .1 item 4 shows that 84.5 % of proportion of the respondent expressed their agreement while few numbers of respondent 9.8 % shows their disagreement on filling of vacant positions from internal and external sources. Moreover, the mean value results are (3.90). This indicate that the organization practice new position from outside and inside the organization.

Table 4.2.1 item 5 shows 67.6 % proportion of the respondent agreed that in the organization relevant skill are considered during the selection process, 17.3 % of the respondent not agreed with this practice, and 10.6 % respondents are indifferent. The mean value result shows (3.58) this indicate majority of the respondent agreed with this practices.

In table 4.2 1 item no 6, the majority of the of respondent that representing 75.5% agreed, that the organization recruitment and selection process are equal for all candidates. on other hand small percent of respondent not agreed on this issue 10.3 % and 13.7 % of respondent neutral or no idea, further more the mean value result indicates (3.79) this figure show majority of the respondents are happy on the selection process of the organization.

In table 4.2.1 item 7 that 46.4 % of the respondent response no idea or neutral, 27 % disagree, while 25 % of respondent agree, according to the respondent response majority of them neutral and disagreed this indicate the organization is not make effort to attract the person for a given important position. More over the mean value result indicate (2.99) this show the respondent not happy this organization practices.

Table 4.2.1 item8 expressed that the organization recruitment & selection process based on desired knowledge, skill & attitude. For this question 79 % of the respondent agree and 17.9 % of the respondent response shows disagree, and 13 % respondents neutral or no idea. As mean value indication is (3.62) this implies majority of respondent are happy on the practice of organization in recruitment & selection process based on the desired knowledge, skills and attitudes. But other point related this issue the employee those which have the desired knowledge, skills and attitude which is not stay long time in this organization. From manager explanation

Table 4.2.1item 9, the majority of respondent response 66 .8 % expressed their disagreement and small percent of respondent shows their agreement while 11.6 % of the respondents no idea. From this descriptive analysis result majority of the respondent expressed the organization recruitment and selection system is not highly scientific, furthermore, the mean value (2.47). This shows majority of them are not satisfied this practices

Table 4.2 item 10 shows that 46.1 % respondent expressed neutral or no idea, 27 % of the respondent expressed their disagreement, while the least 26.7 % of respondent shows their agreement, about the question that organization used valid and standard test during recruitment and selection process. Furthermore, the mean value result is (2.99); this implies large number of respondent not interested in the process of recruitment & selection organization use valid & standard test.

The above table shows moderate mean value and standard deviation. From this it can be deduced that to large extent, aspects employee recruitment and selection affect workers performance of jimma district. This study supported by pervious study (Mathis, 2005). Successful recruitment and selection can improve employee performance and organizational performance.

**Table 4.3.2 Training and Development practices**

<b>S.N O</b>	<b>Training and Development practices</b>	<b>SD</b>	<b>DES</b>	<b>NE U.</b>	<b>AGR</b>	<b>SA</b>	<b>Mean Value</b>	
1	The training needs of the employee in our organization are assessed on the basis of their performance appraisal.	Frequency	9	32	48	99	96	3.86
		Percent	3.16	11.2	16.9	34.8	33.8	
2	Training in our organization included social skills, general problem solving skills and border knowledge of the organization and business.	Frequency	10	54	56	86	78	3.61
		Percent	3.5	19	19.7	30.2	27.4	
3	The contents of the training & development programs organized are always relevant to the changing needs of our jobs & our business.	Frequency	10	64	66	102	42	3.40
		Percent	3.5	22.5	23.2	35.9	14.7	
4	Employees are working efficiently after attending training course.	Frequency	12	49	98	108	17	3.23
		Percent	4.2	17.2	34.5	38	5.9	
5	Training & Development practice help to change behavior of employee.	Frequency	16	65	44	124	35	3.38
		Percent	5.6	22.8	15.4	43.6	12.3	
6	Training & Development enhance the skills of the job of employees.	Frequency	11	56	72	120	25	3.36
		Percent	3.8	19.7	25.3	42.2	8.8	
7	After training you are able to perform higher level task.	Frequency	13	55	74	108	34	3.37
		Percent	4.5	19.3	26	38	11.9	
8	After training you feel confident & you can handle your own work.	Frequency	16	56	55	125	32	3.39
		Percent	5.6	19.7	19.3	44	11.2	
9	Training & Development practice have improved knowledge and skills of employee.	Frequency	13	46	44	156	25	3.50
		Percent	4.5	16.1	15.4	54.9	8.8	
10	Training enabled you to be self sufficient more quickly.	Frequency	10	36	35	124	79	3.81
		Percent	3.5	12.6	12.3	43.6	27.8	
Grand mean= 3.49 Percent 100								
<b>5=Strongly Agree (SA) 4= Agree (A) 3= Neutral (N) 2= Disagree (D) 1= Strongly Disagree (SD)</b>								

**Source; Based on survey questionnaire (2018)**

As a result shows on table 4.3 item 1 above indicate that 33.8% of respondent strongly agreed & 34.8 % respondent agreed, while 16.9 % no idea or neutral about this practiced. and 11.2 % disagree & 3.5 % of the respondent was strongly disagree. Accordingly descriptive result analysis majority of respondent accepted training need assessment on the basis of performance appraisal result. The mean value result shows (3.86). Majority of respondent are satisfied this practice.

Table 4.3 item 2 shows 30.2 % of the respondent expressed their agreement, and 27.4 % of respondent shows strongly agreed, while 19.7 % responded no idea or neutral and 19 % of the respondent disagrees & 3.5% strongly disagree, majority of the respondent satisfied training given by organization include social skills, general problem solving and border knowledge, this shows the mean value result (3.61).

Item 3 indicate 50.6 % of the respondent shown their agreement, 26 % of respondent expressed their disagreements, and 23.2 % neutral or no idea. More over the mean value result shows (3.40). This figure shows that majority of the respondent are happy the organization training and development program.

Item 4 shows that 43.9% of the respondent agrees, 34.5 % of the respondents were no idea and 21.4 % disagreed, about the issue, employees are working efficiently after attending training course, The mean value which is (3.23). This figure shows that majority of the respondent are comfortable with the practice of training in the organization.

Item number 5 shows that 55.9 % proportion of the respondent expressed their agreement and 28.4 % of the respondents expressed disagree, the rest 15.4 % respondent express no idea training & development practice help to change behavior of employee. Mean value result which is (3.38) this shows as majority response training and development practice can change working behavior of employees.

Table 4.3 item 6 show 51 % of the respondent response agree, while 25.3 % neutral about item number six practiced, the reaming 23.5 % responded disagree. As the figures and mean value results in table indicate (3.36), this implies majority of the respondent accept that training and development enhance the skill of employee.

Item 7 indicate 49.9 % of respondent responses their agreement, 26 % response neutral or no idea, and 23.8 % file disagree, about training can able to perform more. Mean value result which is (3.37) leads towards majority responded after training employee can able to support the organization values.

The next item 8 shows 55.2 % proportion of the respondent express their agreement, were 25.3 % response shows their disagreement while 19.3 % of respondent no idea about the availability of training & development. these figures and the mean value, which is (3.39).this lead towards the conclusion majority of the respondent satisfied after receiving training employee attitude/behavior become willing to accept more challenging assignments.

Item 9 shows that majority of the respondents that representing 63.7 % expressed their agreements, were 20.6 % respondent shows their disagreement the rest 15.4 % response no idea, that training and development practice have improved knowledge& skills of employee. More over these figures and the mean value, result shows (3.50).this shows majority of the respondent perceive that organization practiced training &development help employee to done effectively their duties.

Lastly item 10 shows that 71.4 % proportion of the respondent expressed their agreement were 16.1 % of the respondent shows their disagreements, while 12.3%. Of the respondent no idea about training practices of organization. Furthermore, the mean value result is (3.81).This show that training giving by this organization enable worker to be self sufficient more quickly.

**Table 4.3.3 Performance appraisal practices**

S.NO	ITEMS		SD	Des.	Neu.	Agr.	SA	Mean Value
1	Performance Appraisal in our organization aims at improving employee performance & strengthening our jobs skills.	Frequency	5	16	25	183	55	3.94
		Percent	1.7	5.6	8.8	64.4	19.3	
2	Our organization appraises the performance of its employees at regular interval.	Frequency	14	18	28	174	50	3.81
		Percent	4.9	6.3	9.8	61.9	17.6	
3	We feel our performance appraisal has been faire & objective.	Frequency	6	40	109	89	40	3.39
		Percent	2.1	14	38.3	31.3	14	
4	We receive proper feedback on how we are performing.	Frequency	12	33	69	130	40	3.56
		Percent	4.2	11.6	24.2	45.7	14	
5	Our organization recognizes the career growth needs of its employees.	Frequency	17	92	121	40	14	2.93
		Percent	5.9	32.3	42.6	14	4.9	
6	Adequate growth opportunities are available in our organization for those who perform well.	Frequency	18	79	107	66	14	2.93
		Percent	6.3	27.8	37.6	23.2	4.9	
7	I have good understanding of the appraisal criteria.	Frequency	9	45	123	81	26	3.32
		Percent	3.1	15.8	43.3	28.5	9.1	
8	The current format of rating scale used (using percentage in each criteria) form is not an effective measure of employee performance.	Frequency	13	19	42	157	53	3.78
		Percent	4.5	6.6	14.7	55.2	18.6	
9	The performance criteria used in the appraisal form does not actual measure my real performance.	Frequency	10	23	33	175	43	3.78
		Percent	3.5	8	11.6	61.6	15.1	
10	The appraisal criteria in which I am evaluated are fair.	Frequency	7	77	87	84	29	3.11
		Percent	2.4	27	30.6	29.5	10.2	
<b>Grand Mean</b>			<b>3.44</b>					
<b>Percent</b>			<b>100</b>					
5=Strongly Agreed (SA) 4= Agree (A) 3=Neutral (N) 2= Disagree (D) 1= Strongly Disagree(DA)								

**Source: Based on survey questionnaire 2018.**

Based on the analysis of response given by sample respondent shows table 4.6 items 1 expressed 83.7 % of the respondent agree, only 7.3 % of the responded disagreed, this result shows majority of respondent are agreed in the aim of performance appraisal in the organization improving employee performance and strengthening employee job skills. More over the mean value result is (3.90).

The next, item 2 shows 79.5 % of the respondent response agrees, and 11.2 % of the respondent shows their disagreement, while 9.8 % response no idea or neutral. According to the result majority of respondent agreed the organization appraise the performance of employee at regular time. The result of mean value indicates (3.81). As conclusion majority of respondent happy the practiced of performance appraisal.

Table 4.4 item 3 shows that 45.3% of respondent expressed their agreement, were 38.3 % of respondent shows neutral or no idea, while 16.1 % of the respondent expressed their disagreement, majority of employee feel the organization has fairly and objectively measure employee performance, further more the result of mean value result shows (3.39) .this indicates majority of the respondent agree the practiced evaluation system of performance employees.

Table 4.4 item 4 shows 59.7% of the respondent expressed their agreement and 24.2 % of respondent response neutral or no idea, while small number of respondent shows their disagreement, the result shows majority of respondent accepted, they gate proper feedback on how they are performing. More over the result of mean value shows (3.56)

Table 4, 4 item 5 shows 42.6 % of respondent neutral, that the organization recognizes career growth needs of employee, were 38.2 % of the respondent shows their disagreement, the rest few number of respondent show their agreement. More over the mean value result indicates (2.93).These the descriptive result imply that majority of the employee are not happy the practice of organization on the career development of employee.

Item 6 indicate 37.6% of respondent no idea or neutral in this practice, while 34.1% of the respondent not agree, the remain 28.1 were agree, this shows more respondent shows their disagreement on adequate growth opportunities for those who perform well .furthermore the mean value result is (2.93). This shows that more respondent not happy the organization practiced adequate growth opportunities for those who perform well.

Table 4.4 item 8 shows 43.3 % proportion of the respondent expressed their response neutral or no idea about the organization performance criteria. 37.6 % expressed their agreement, the rest 18.9 % disagree; additionally the mean value is (3.32). The result show almost have of the respondent expressed no idea about organization performance criteria, it can conclude that in this practice the organization have problem.

As the result on table 4.4 item 8 show that majority 73.8 % of the respondent expressed agree, while 14.7 % response no idea or neutral, the remain 11% of respondent shows their disagreement. On the organization use rating scale format not effectively measure of employee performance. furthermore the mean value result shows (3.78).this descriptive analysis result indicate the current format of rating scale that the organization used not an effective measure of employee performance.

Table 4.4 item 9 shows that 76.7 % proportion of the respondents expressed their agreement, were 11.6 % of respondent no idea or neutral while 11.5 % of respondent shows their disagreement, on the organization used performance criteria in the appraisal form does not actual measure real employee performance. More over the mean value results is (3.78). As the result indicated that the organization practiced performance criteria in the appraisal form does not actual measure each employee real performance, as depicted in the table 4.4 item 9 the majority of the respondent not happy this organization used performance measurement criteria.

Lastly table 4.4 item 10 Shows 39.7 % of the respondent response their agreement, were 30.6 % of the respondent neutral or no idea, and 29.4 % respondent expressed not agree, on the organization used appraisal criteria employee are evaluated fairly. Furthermore, the mean value result is (3.11). These results indicate near hafe of respondent satisfied the organization appraisal criteria which is employee are evaluated fairly.



**Table 4.3.4 Compensation practices**

S. No	Compensation related Question.		SD	DES.	NEU	AGR	SA	Mean Value
1	Our organization makes all payment due to us in time.	Frequency	22	155	41	53	13	2.60
		Percent	7.7	54.5	14.4	18.6	4.5	
2	Pay increments offered by our organization are satisfactory.	Frequency	14	39	21	187	23	3.54
		Percent	4.9	13.7	7.3	65.8	8	
3	The existing reward and incentive plans do not motivate us for better performance.	Frequency	8	12	11	109	144	4.17
		Percent	2.8	4.2	3.8	38.3	50.7	
4	We are being paid adequately for the work we do.	Frequency	17	48	22	146	51	3.55
		Percent	5.9	16.9	7.7	51.4	17.9	
5	Rewards in our organization are strictly linked to employee performance.	Frequency	40	142	41	43	18	2.80
		Percent	14	50	14.4	15.1	6.3	
6	The pay we receive in competitive compared to that of employees doing similar work in other organization.	Frequency	30	116	33	90	19	2.81
		Percent	10.5	40.8	11.6	31.7	6.6	
7	I am entitled for rewarded if the whole organization achieves its set target.	Frequency	9	19	9	104	143	4.11
		Percent	3.1	6.6	3.1	36.6	50.3	
8	An increase in my basic pay will encourage me to improve on my performance.	Frequency	8	12	11	108	145	4.17
		Percent	2.8	4.2	3.8	38	51	
Grand Mean <b>3.46</b> percent <b>100</b>								
<b>5= Strongly Agree(SA) 4=Agree(A) 3=Neutral(N) 2=Disagree (D) 1= Strongly Disagree (SD)</b>								

**Source: Based on survey questionnaire 2018.**

show that 62.2 % of the respondent response disagree ,while 23.1% of the respondent agree, the reaming 14.4 % response no idea or neutral, on the organization makes all payment on time this show that the majority of respondent perceive that the organization not make payment on time, More over the mean value result indicates (2.60). As a result indicate in this figures show that majority of them are not comfortable with this compensation practice, this is the problem.

Item 2 shows that 73.8 % of the respondent agrees with the pay increments by this organization are satisfactory, while 18.6 % disagree the rest 7.3 % respondent no idea or neutral, The mean value which is (3.54). Leads towards the conclusion majority of the respondent perceive that the pay increment organizations practiced are satisfactory.

As it can be seen item 3 shows majority of the respondent agreed, were few number 7 % of the respondent disagree, on the existing reward and incentive plan not motivate for better performance, more over mean value shows which is (4.17) this indicate the majority of the respondent not happy that the existing organization reward and incentive practice are not motivate, them for better performance.

The next item 4 shows that 69.3% of respondent agree, while 22.8 % of the respondent response their disagreement remain 7.7 % of the respondent no idea or neutral, the organization pay adequately for the work employee do, further more the result shows (3.55).this imply majority of the respondent comfortable with practice of the organization payment the work employee do.

Table 4.4 item 5 show that 64 % proportion of the respondent expressed their disagreement while 21.4 % of respondent show their agreement, and 14.4 % respond neutral or no idea on the organization reward practice strictly linked to employee performance, according to descriptive analysis result majority of respondent show their disagreement, more over mean value result which is (2.80).

Table 4.4 items 6 shows 51.3 % proportion of the respondents expressed their disagreement, were 38.3 % of respondent show their agreement the rest 11.6 % respond neutral or no idea, on the pay practice in the organization competitive compared that of employee doing similar work in other organization, as result indicate majority of respondent not agreed to this practice further more mean value result is (2.81).this shows respondent are not satisfied.

Item number 7 table 4.5 shows almost above 86.9 % of respondent expressed their agreement, were 9.7 % small number of respondent show their disagreement, on the employee entitled for rewarded if the whole organization achieves its set target, majority of the respondent shows their agreement, more over the mean value result is (4.11).this shows majority of respondent assume that reward motivate worker to do their job well.

Lastly table 4.5 item 8 shows 89 % proportion of the respondents expressed their agreement while 7 % of the respondent shows their disagreement, as result indicate majority of respondent agreed, the increasing of basic pay encourage employee to improve their performance.

### 4.3.1 Level of Employee performance.

Listed below are statements about employee performance related issues regarding the organization you currently work? For each please indicate your level of agreement with the following statements so that your answer to these questions will enable the research to assess the effect of HRM practice on employee performance in your organization.

**Table 4.4 The effect of HR practice on employee performance.**

S. No	Employee Performance related Questioner		SD	DES	NEU	AGR	SA	Mean Value
1	Work performed by employee in the organization is high quality.	Frequency	17	111	91	47	18	2.79
		Percent	5.9	39	32	16.5	6.3	
2	Employees in the organization usually meet deadlines while accomplishing their tasks.	Frequency	5	28	24	194	33	3.79
		Percent	1.7	9.8	8.4	68.3	11.6	
3	The employees in the organization achieve their specified targets.	Frequency	12	30	36	166	40	3.69
		Percent	4	10	12	58.4	13.2	
4	The rate of absenteeism in the organization is low	Frequency	6	34	39	169	36	3.72
		Percent	2.1	11.9	13.7	59.5	12.6	
5	Employees in the organization are creative & innovative.	Frequency	13	24	39	173	35	3.70
		percent	4.5	8.4	13.7	60.9	12.3	
6	Employees in the organization are encouraged to appraise themselves	Frequency	15	107	59	79	24	2.80
		percent	5.2	37.7	20.8	27.8	8.4	
7	Employee in the organization aware of the organizational objectives mission statement & vision	Frequency	5	16	25	182	56	3.94
		Percent	1.7	5.6	8.8	64	19.7	
8	The costs of work performed have some control over costs.	Percent	14	18	28	175	49	3.81
		Frequency	4.9	6.3	9.8	61.6	17.2	
<b>Grand Mean= 3.54</b>			<b>Percent100</b>					
5=Strongly Agree (SA) 4=Agree(A) 3 =Neutral (N) 2= Disagree (D)1= Strongly Disagree(SD)								

**Source: Based on survey questioner (2018)**

Table 4.6 contains the entire items for the employee performance scored mean range from 2.79 to 3.94 the average mean is 3.36, for employee performances. Item 2, item 3, item 4, item 5, item 7 and item 8 have score above the average mean with a mean value of 3.79, 3.69, 3.72, 3.70, 3.94 3.81, respectively, the remain item scored below the average mean. The least scoring item

Is item one (2.79). i.e.: Work performed by employee in the organization is high quality, as a result of descriptive analysis shows majority of the respondent not agreed, to perform high quality product and service the organization must improve more effective HR practice which is seen in this thesis.

The second item which is scored below the average mean value is (2. 80). I.e.: employee in the organization encouraged to appraise themselves. Majority of respondent not agreed on this practice, this show the organization must improve the way of encouraging employee to appraise them.

However, item two, third, fourth, fives, seven, and eight items, received the highest mean score 3.79, 3.69, 3.72, 3.70, 3.94 & 3.81, respectively. this indicate that employees are accomplish their task well, they achieve their specified targets, employees are low rate of absenteeism, employee are creative, and aware organization objectives and mission, production cost minimization respondent feel good. This shows employees in this organization committed for fuel feel organization objective. In the organization human resource management side, must pay attention enhancement of organization and specially employee performance and try to modify various routine activities and mould them to serve employee development, because changes are occurring in the business environment. The above table shows moderate mean value and standard deviation. From this it can be deduced that to large extent, aspects employee recruitment and selection affect workers performance of ECWC Jimma district.

The finding of this study supports by previous study (Mathis, 2005). (Collins and clerk 2000). Conclude that selective hiring has effect on organization performance (outcome, commitment. Katu 2007) conclude that recruitment and selection strongly positive relationship.

## Hypothesis Testing – Correlation Analysis

**Hypothesis 1=Recruitment & selection is positively associated with the employee performance.**

	Person Correlation	Significant
Value	0.740**	0.000

Table 4.5 shows the person correlation test for hypothesis 1. There is significant positive correlation between recruitment and selection with employee performance significant level of 5%.

**Hypothesis 2=Training and Development is positively associated with the employee performance**

	Person Correlation	Significant
Value	0.384**	0.000

Table 4.6 shows the person correlation test for hypothesis 2. There is significant positive correlation between Training and Development with employee performance significant level of 5%.

**Hypothesis 3=Performance appraisal is positively associated with the employee performance**

	Person Correlation	Significant
Value	0.522**	0.000

Table 4.6 shows the person correlation test for hypothesis 3. There is significant positive correlation between Performance appraisals with employee performance significant level of 5%.

**Hypothesis 4=Compensation is positively associated with the employee performance**

	Person Correlation	Significant
Value	0.629**	0.000

Table 4.7 shows the person correlation test for hypothesis 4. There is significant positive correlation between Compensation with employee performance significant level of 5%

## Summary of HRM practices

<b>Variables/ HRM practices</b>	<b>N</b>	<b>Mean value</b>	<b>Standard Deviation</b>	<b>Min</b>	<b>Max</b>
Recruitment & Selection	284	3.28	0.618	1	5
Compensation	284	3.45	0.771	1	5
Training & Development	284	3.49	0.636	1	5
Performance Appraisal	284	3.44	0.651	1	5

The above table shows that training and development result indicate that mean value scored 3.49 and standard deviation 0.636, according to this respondent are moderately agreed, those training and development practice affect the performance of employee which is worked in jimma district. This study supported by (Qureshi and Ramey 2006). Training is more affecting the performance rather than other practice, successful training and development practice can improve employee efficiency and productivity and training and development significant relationship with employee performance (Obis, 2011).

From the above table one can notice that performance appraisal practice affect most of employee performance. As the result seen mean value and standard deviation of performance appraisal practice 3.44 and 0.651 respectively. The respondent explains their agreement performance appraisal practice affect the performance of employee in jimma district. Successful performance appraisal can improve employee performance. This result match with (Tahir 2006) and Singh (2004).the same us this finding also relates with the study result the same revealed by (Sultan 2012).

As the result shown in the table, compensation practice of jimma district 3.45 mean value and 0.771, standard deviation, the respondent expressed their agreement compensation practice affect the performance of jimma district. This study is conformity with previous studies by this study supported by researcher (Chhabra 2001). Reward is positively correlated to the performance employee (efficiency, product quality, product development).(Moody 1994) conclude that compensation significantly relationship with employee performance. another researcher Nelson and (Supitzer 2003) there is revolution going on in today work place, workers want respect and they want it now, they want to be trusted to do good job, they want autonomy to decide how best

to do it, and they won't support even if they make mistake and want to be appreciated when they do good job. The other researcher(Cascio 2010) show in his study that employee benefits do not enhance productivity but are rather power fool tools of attracting and retaining talent, and for improving the quality life of employees and their dependent.

The above table shows that the response result on employee performance practice (3.54) mean value with (0.724) standard deviation. As the study result indicate, un modernized human resource practice affect the performance of employee which is work in Jimma district employee performance. And this study supported by (Singh, 2004). According to (Munjuri, 2011) study that compensation, performance appraisal, training practices significant relationship between employee performance. It is clear that from findings that human resource management (HRM) practice has positive role increasing employee performance. So organization (jimma district) should implement that practice to achieve the desired goals.

#### **4.4 Association Between HRM & Employee Performance.**

Correlation measure the degree to which two sets of data is related. Higher correlated value indicates stronger relationship between both sets of data (Coetzee 2003). Correlation analysis is show the strength of the association between the variables involved.

The table 4.6 indicates that the positively correlation between dependent variable (employee performance with Human resource management practices independent variable (Recruitment and selection, Training and Development, Performance appraisal and Compensation) and also significant at 1 % level.

**Table 4. 5 Association between (HRM) and Employee Performance variables**

Variables	Recruitment Selection	Compensation	Performance Appraisal	Train& Develop	Employee performance
Recruitment Selection	1				
Compensation	0.629**	1			
Performance Appraisal	0.522**	0.641**	1		
Train& Develop	0.384**	0.256**	0.369**	1	
Employee performance	0.740**	0.629**	0.522**	0.384**	1

**\*\*.** Correlation is significant at the 0.01 level (2-tailed). N= 301

**Source: Own data manipulation (2018).**

A Pearson correlation and regression was conducted to determine the association between Human Resource practices (Recruitment & Selection, Training & Development, Performance appraisal and Compensation) independent variables and Employee performance dependent variable. Correlation was applied on the data to check the relationship between Human Resource Management practices. Pearson correlation for the employee performance with HR practice recruitment and selection (**r=0.740**)  $p < 0.05$  this show positive relationship between recruitment & selection with employee performance significant level of 5 %. This study supported from previous studies concluded by (Collions and Clerk 2003) that selective hiring has effect on employee performance; (Hand&Katu 2007) conclude that recruitment & selection strongly correlated with employee performance productivity.

Pearson correlation for the employee performance with HR practice training & development (**r=0.384**)  $p < 0.05$  this result shows there is positive relationship between training & development with employee performance significant level of 5 %. According to (Math & Jackson 2008), that training & development is the processes were by people acquire capabilities to perform job well. (Lee & Bruvold 2003) stated that compressive training activities are positively associated with employee productivity.



Pearson correlation for the employee performance with HR practice performance appraisal correlation result ( $r=0.522$ )  $p<0.05$  according to result there is positive relationship between performance appraisal with employee performance with significant value of 5% .this studies conformity with previous studies conducted by (Wan et, al 2002) which conclude that performance appraisal has positive effect on employee performance (employee effectiveness, employee outcome). (Mansour 2010) conclude performance appraisal has positive effect on employee performance.

Pearson correlation for the employee performance with compensation test shows significant positive correlation ( $r=0.629$ )  $p<0.05$  between compensation with employee performance with significant level of 5%. Pervious study conducted (Kleberg & Moody 1994); reward is positively correlated to the performance of employee output, quality increase on productivity and customer satisfaction, and Khan (2010) compensation has significant relationship with employee performance. This show that employee performance and HR practices are pair-wise positively correlated with one to another and also the results inducts that all the variables are statistically significant at ( $p<05$ ).

#### MODEL SUMMARY

**Table 4.6. The effect of HRM practice on employee performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 <sup>a</sup>	.587	.583	.46771

The Adjusted R square indicates the extent the independent variables can be explain the variations in the dependent variable. From this study, the coefficient of determination (Adjusted R square) is 0.583, which indicated that independent variables (R&S, CM, and T&D) can explain 58.3% of the variations in dependent variable employee performance, the rest 41.7% are the human resource practice which is not examine in this research.

**Table 4.7 Regression Analysis ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
<b>1</b>	<b>Regression</b>	<b>214.475</b>	<b>3</b>	<b>71.492</b>	<b>721.239</b>	<b>0.000<sup>b</sup></b>
	<b>Residual</b>	<b>415.204</b>	<b>281</b>	<b>1.478</b>		
	<b>Total</b>	<b>629.679</b>	<b>284</b>			

**a. Dependent Variable: Employee Performance**

**b. Predictors: (Constant), Recruitment & Selection, Training & Development, Performance appraisal and Compensation.**

The ANOVA table shows significant value of the F statistic that is less than 0.01, which means that the model is significant statistically; according to result of study the F statistics is significant. The model for this research is good description of the relation between the dependent and independent variables. Thus, the independent variable (Recruitment & Selection, Training & Development, Performance appraisal and Compensation) are significant explain the variance in employee performance.

**Regression Model**

The following equation explains the relationship between the independent variables and dependent variables.

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

**Where;**

**Y**=is the response or dependent variable-employee performance

**b**=constant value

**b**=standardized coefficients

**X**=Independent variable

**e**= random term (unobservable variable)

Thus, the regression equation is

$$Y=0.284+0.559R\&S+0.218CM+0.096T\&D+e$$

Where **Y**= employee performance.

$\beta_0=0.284$ ,  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$ , are 0.559, 0.218, 0.096 respectively.

**(R&S)** = Recruitment and Selection

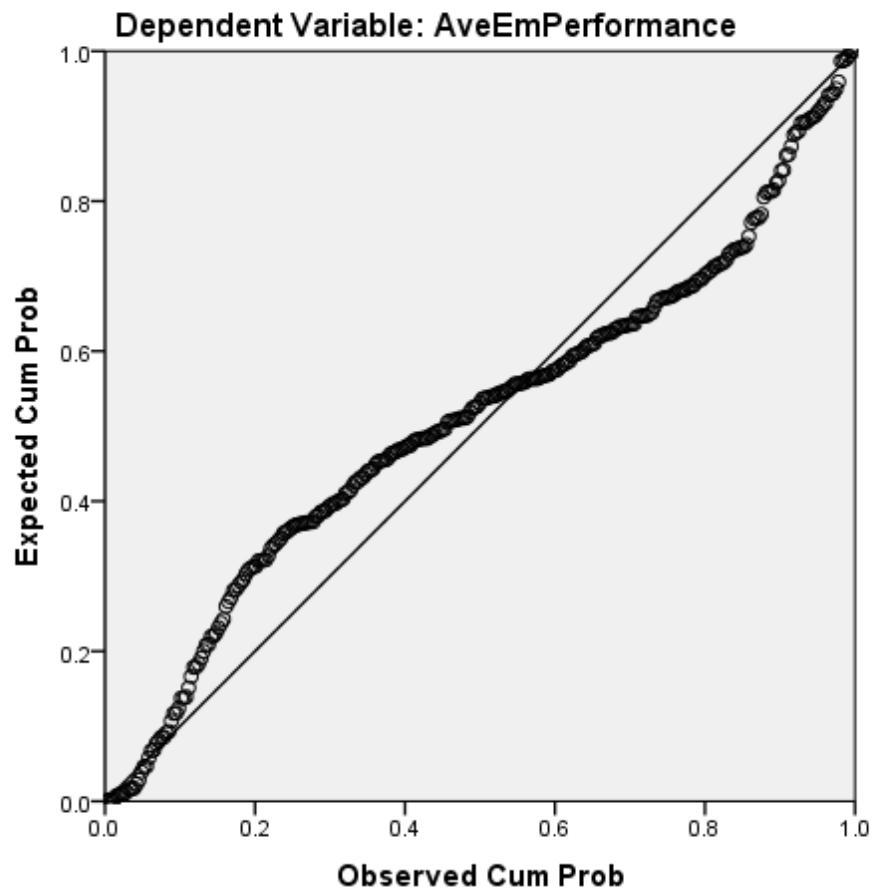
**(CM)** = Compensation

**(T&D)**, =Training and Development

Based on the table, the standardized Beta coefficients indicate the contribution of each variable to the research. From the results, recruitment and selection is the predictor variables that contribute the highest to the variation of dependent variable (employee performance) because it is having the largest standard coefficient Beta value for this predictor variable which is 0.559. this means the recruitment and selection make the strongest unique contribution to explain the variation in dependent variable (employee performance).when the variance explained by all other predictor variables in the model is controlled for. compensation is the predictor variables that contribute the second highest to the variation of the dependent variable (employee performance).because Beta value for this predictor variable is 0.218 which is the second highest if compared to the other predictor variables. This means that compensation make the second strongest unique contribution to explain the variation in dependent variable, when the variance explained by all other predictor variables in the model is controlled. Training and development is the predictor variables that contribute the lowest to the variation of the dependent variable (employee performance).because Beta value of this predictor variable is smallest 0.096 if compared to other predictor variables, this means the training and development make the least contribution to explain the variation in dependent variable.

## Assumption of liner Regression.

Normal P-P Plot of Regression Standardized Residual

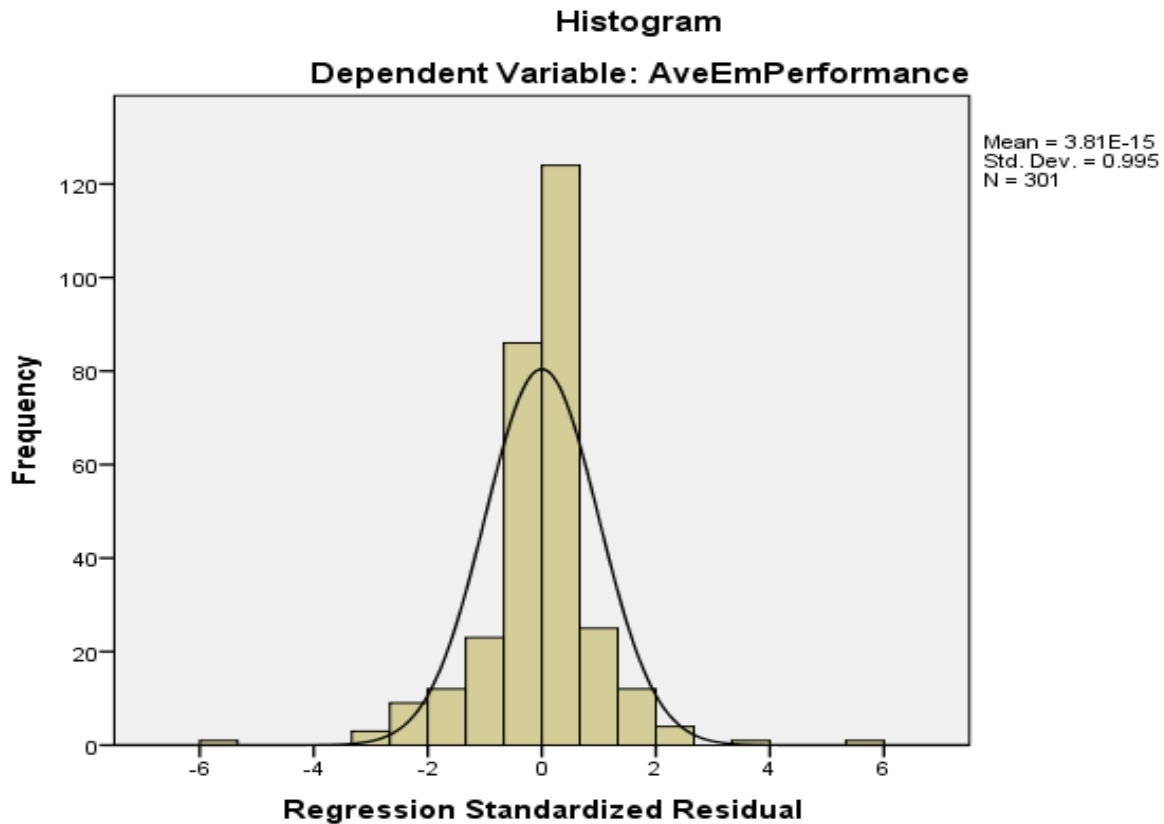


The word model gets replaced by things that define the line that we fit to the data.

$$Y_i = (b_0 + b_1 X_i) + \epsilon_i$$

$Y_i$  is the outcome that we want to predict and  $X$  is the predictor variable. Here  $b_1$  is the gradient of the straight line fitted to the data and  $b_0$  is the intercept of the line. Those parameters  $b_1$  &  $b_0$  are known as the regression coefficients. There is a residual term,  $\epsilon_i$ , which represents the difference between the score predicted by the line for participant  $i$  and the score that participant  $i$  actually obtained.

The trend of scatter plots is that of upward straight line, which shows direct positive correlation between two variables. In figure 1 scatter plots were developed between HRM practices (recruitment & selection, training & development, performance appraisal & compensation). With employee performance showing significantly positive relationship.



The multicollinearity statistics table shows that tolerance indicator for recruitment and selection, compensation and training & development are all greater than 0.1, and Variation Indication Factor (VIF) are all lesser than 10. This shows that there is no multicollinearity problem between the three independent variables.

**Table 4.8 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	284	.179		1.681	.094	-.051	.654		
1 Ave.R&Selection	.634	.058	.559	10.941	.000	.520	.748	.533	1.876
Ave .Comp	.204	.048	.218	4.256	.000	.110	.299	.531	1.883
Train .Develop	.110	.047	.096	2.354	.019	.018	.201	.835	1.198

a. Dependent Variable: Average Employee Performance

Multiple liner regression is a method of estimating or predicating a value, on some dependent variable given the values of one or more independent variables, like correlations, statistical regression examine the association of relationship between variables. The primary purpose of regression is predication (Geottrey M.2005) table 4.9 shows parameter estimation of multiple liner regression.

The coefficient for recruitment and selection is 0.634. So for every unit increase in recruitment and selection, a 0.634unit increase in employee performance is predicted, holding all other variables constant. The coefficient for recruitment and selection (0.634) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05.

The coefficient for Compensation practices is 0.204. So for every unit increase in Compensation practices, a 0.204unit increase in employee performance is predicted, holding all other variables constant. The coefficient for Compensation practices (0.204) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05.

The coefficient for training and development practices is 0.110. So for every unit increase in training and development practices, a 0.110unit increase in employee performances predicted, holding all other variables constant. The coefficient for training and development practices (0.110) is significantly different from 0 because its p-value is **0.000**, which is smaller than 0.05.

#### **4.5 Discussion of results**

The primary objective of this study was to assess the effect of human resource practice on employee performance in ECWC / Jimma District

The coefficient for recruitment and selection is 0.634. So for every unit increase in recruitment and selection, a0.634unit increase in employee performance is predicted, holding all other variables constant. The coefficient for recruitment and selection (0.634) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05the finding of the study support from previous studies conducted by (Bratton & Gold 2007) effective recruitment and selection can play a pivotal role in shaping an organization &effectiveness of employees. (Katou & Budhwar 2007) conclude the proper recruitment & selection practice has positive effect on employee performance.

The coefficient for Compensation practices is 0.204. So for every unit increase in Compensation practices, a 0.204unit increase in employee performance is predicted, holding all other variables constant. The coefficient for Compensation practices (0.204) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05. The findings of this study support with pervious study the research carried out by (Kidest Feleke 2002) on the impact of compensation on employee productivity on different organization in Addis Ababa & Debrazite the finding reveled that employees motivated & being attracted to their work where there is a salary increment & compensation in organization. And (Mansach Rubg 2012) which compensation elements that salary, reward & indirect compensation plays an important role in motivating, improving performance & retaining qualified employees. (Njanja W. Letal 2013) conclude good compensation practice has positive effect on employee performance

The coefficient for training and development practices is 0.110. So for every unit increase in training and development practices, a 0.110unit increase in employee performances predicted, holding all other variables constant. The coefficient for training and development practices (0.110) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05. the result in this study was in line with previous studies of (Raja, Fragan & Mohammed 2011) who stated that training & development has positive & significant with level of performance if training continuously practiced. According to (Velada & Caetano 2007) the effect of training & development on employee performance not only significant but also increases job satisfaction & commitment towards the organization, moreover, according to (Vemic 2007), modern organization therefore uses their resources (money, time, energy, information etc ---) for permanent training & advancement of their employee. Out of tested four HR practice the three HR practice are significant. According to research result analysis in table of model summary shows that the coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables)  $R^2$  equals 0.587, that is, Use of HRM practices explains 58.7% of observed change in HRM practices as measured by employee. The P- value of 0.000 (Less than 0.05) implies that the regression model is significant at the 95% significance level. Expect performance appraisal variable its result negative, yet as per multiple regression model, results are significant thus all. according to the study result there is a gap the practice of performance appraisal in the organization to avoid this weakness organization need to use the performance appraisal to strengthen the relationship between the superior and the

subordinate by implementing motivational scheme creating transparency, avoiding bias and improving employees attitude by giving training and development of the employees in order to help to avoid employees self perceptions wrongly. Drawing from the study , it emerges that though the people factor always been important its import ants will grow in the future this is because the change are occurring today change that require the personnel function to play an even more crucial role in organization. The development aspect needs to be given importance in the management human resource for enhancement of the effectiveness of the organization and specially employee performance. It became imperative to modify various routine activities and mould them to serve the employee development.



## CHAPTER FIVE

### 5. CONCLUSION AND RECOMMENDATION

#### 5.1 Conclusion

The study attempted to assess the effect of HRM practice on employee performance in Ethiopian Construction Works Corporation (ECWC) Jimma District.

The study revealed that HRM practice has significant effect on employee performance. It has been found that employee performance can be attributed to HRM practice including recruitment & selection, training & development, performance appraisal & compensation. This study consistent with (Desser 2005) & (Varkkey 2010). Based on the results, the researcher concluded that the effectiveness of implementing HR practices in the organization does indeed have a major effect towards the employee performance. The finding shows that HR practice have an effect of nearly 58.3% on the organization employee performance. Thus form of analysis could help the organization to realize and be more aware of the importance of human resource practice and the need to integrate and align HR in to the organizations plan.

The regression analysis shows that three main HR practices seems to have the highest effect on employee performance during this period:- 1, Recruitment & Selection.2, Compensation. 3, Training & Development. Recruitment & selection based well –defined merit and unprejudiced system developed through managerial expert opinions, using standard test to scrutinize the exact required attitude, skills and knowledge in potential candidates showed notable significant correlation with employee performance and perceived organizational performance. Results were similar to the findings of (Holzer1987). (Sels e t al ;2003).(Katu 2008) that identification of the Wright candidate with required skills to perform the job for achieving organizational performance is output of sophisticated selection system.

Compensation system based on expectancy of employees; comparable with market packages, competency based and performance based benefit sharing based mechanism covering both financial and non-financial dimensions is positively correlated with employee performance.

Training and Development improve the job knowledge of employee and it related to increasing the employee performance. If training and development program designed according to the organization strategic plan it's prepare the employees to contribute more to the organization, hence training and development has positive effect on employee performance.

From the response of respondents training increase performance of employee more over from the correlation analysis result it can be conclude that training is positively and significantly correlated with employee performance To build the knowledge and the ability of employee organization should plane and implement effective training program, employee efficiency should evaluate the performance before training and after training, this help the organization for the next training programs.

Finally conclude as the result shown in this study the three independent variable significantly correlated with dependent variable, while the rest one variable not significantly correlated.

## **5.2 Recommendation**

In order to improve ECWC Jimma district commitment for employee performance managers at all level will support the effort of employee and to be considering employees as the greatest asset of the organization Human resource, which are considered as the greatest asset of an organization refer to people whose knowledge, skills & abilities are utilized to create and to deliver effective services. Effective recruitment & selection attracts the Wright quality and quantity of people, develops the knowledge, skills and abilities of employees, upgrade the efficiency of employees. The organization need to have an effective recruitment policy to promote scientific selection of prospective employees. The departments should participate in selection process as they have different preference in the candidates. Candidate need to be selected based on requisite skills knowledge and qualification using appropriate selection techniques. Training should be designed on the interest of employee and before and after training, employee performance should measure what was the perceived level of change in job knowledge. Performance related compensation is critical in enhancing performance. Hence the organization should implement this to motivate those employees who achieve the set targets. Since HRM practice have significant effect on employee performance managers need to implement them in an integrated and coherent manner (Chen et al; 2009Wickramasinghe and

Gamage, 2011). This study has an addition to earlier research efforts in understanding the relationship between employee performance and HRM practices. The study provides new dimensions in the research of management by opening a debate on the importance of HRM practices in employee performance. statistically significant correlations and regression results were indicated that different HRM practices , such as recruitment and selection, training and development, performance appraisal and compensation system are significantly related and make positive contributions towards employee performance.

### **5.3 Directions for Future researcher**

This research assessed the selected HR practice which is more applicable in ECWC (Jimma District). The study explored the effect of HR practice on employee performance those practice are recruitment & selection, training & development, performance appraisal and compensation practice. According to the study to improve employee productivity and to meet the desired organization goal the management uses continuous review of progress and the implementation of human resource practice. Their fore this study may pave the way for further researches to be conduct the implementation of HR practice.

Future researcher can take and asses the rest HR practice which is not conclude in this study and their effect on employee performance and the way how to solve the problem in private and public organization. And the future research can be extend to different sectors of different cities to get more significant results, this research content was limited it is available more studies about employee performance plan standard this help employee to know what they need to do and to perform their jobs successfully.

### **5.4. Limitation of the study**

The purpose of this study was to investigate the effect of HR practice on employee performance. The major constraints of the study that the researcher faced were unwillingness of management to disclose some information. The researcher select Four HR practice based on the literature done outside of Ethiopia, her was limitation of bundle human resource practice in the case of Africa specially Ethiopia case most of the study single base HR practices. The practices which are not concluding in this study may be more important with the context of Ethiopia.

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# APPENDIX



**Jimma University**  
**College of Business and Economics**  
**Department of Management**  
**MBA program**

This questionnaire is designed to gather all the necessary information regarding **THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICE ON EMPLOYEE PERFORMANCE** of Ethiopian construction works corporation.

Dear respondent I would like to express my sincere appreciation and deepest thanks in advance for your generous time and frank and prompt response. I ask you in all regard to fill the questionnaire carefully and at your best knowledge.

**Name of the student:** Mengistu Markos (MBA).Student. Address 0911397236 /0917058195

**E-mail:** [mengistu.markos@yahoo.com](mailto:mengistu.markos@yahoo.com)

**Direction**

- No need to write your name
- Your correct information enable the researcher to boost the reliability and validity of the entire research work

**Section 1-Demographic Information**

Please complete the following biographical information by ticking (√) from the alternative that is the most applicable answer to you in respect of each of the following items.

1. **Gender** : Male  Female
2. **In which age group are you?** a, 18-30 Years  b, 31-50 years  c, above 51 years
3. **Marital Status** : Single  Married
4. **Educational level:** a, Under grade 12  b, Certificate  c, Diploma  d, degree  e, Master & above
5. **Work experience** :- a, < 10 year  b, 10-20year  c, 21-30 year,  d,>31year
6. **Status** :- supervisor  Non supervisor

## Part (B) HRM Practice Related Questions

Listed below are statements about human resource practices related issues regarding the organization you currently work for. For each please indicate your level of agreement with the following statements so that your answer to these questions will enable the research to assess the effect of HRM practice on employee performance in your organization.

**1= Strongly Disagree    2= Disagree    3= Neutral    4= Agree    5= strongly agree**

No	Recruitment & Selection related Question	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	Our organization places the right person in the right job					
2	Adequate & relevant information about the organization & job is provided to the candidate at the time of recruitment.					
3	Selection of candidates in our organization is strictly based on his / her merit.					
4	The organization fills vacant positions from internal and external sources					
5	Only candidates with the relevant skills are considered during the selection process.					
6	Our organization recruitment & selection process equal for all candidate.					
7	The organization make effort to attract the person for a given important position.					
8	The organization Recruitment & Selection process based on desired knowledge , skills & attitude					
9	The organization Recruitment & Selection system is highly scientific.					
10	The Recruitment & Selection process the organization use valid & standard test.					

	<b>Training and Development related Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
1	The training needs of the employee in our organization are assessed on the basis of their performance appraisal.					
2	Training in our organization included social skills, general problem solving skills and border knowledge of the organization and business.					
3	The contents of the Training & Development programs organized are always relevant to the changing needs of our jobs & our business.					
4	Employees are working efficiently after attending Training course.					
5	Training & Development practice help to change behavior of Employees.					
6	Training & Development enhance the skills of job of Employees					
7	After training you are able to perform higher level task.					
8	After Training you feel confident & you can handle your own work.					
9	Training & Development practice have improved Knowledge and skills of Employee.					
10	Training enabled you to be self sufficient more quickly.					

	<b>Performance Appraisal related Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
1	Performance Appraisal in our organization aims at improving employee performance & strengthening our jobs skills.					
2	Our organization appraises the performance of its employees at regular interval.					
3	We feel our performance appraisal has been faire & objective					
4	We receive proper feedback on how we are performing					
5	Our organization recognizes the career growth needs of its employees.					
6	Adequate growth opportunities are available in our organization for those who perform well.					
7	I have good understanding of the appraisal criteria					
8	The current format of rating scale used (using percentage in each criteria) form is not an effective measure of employee performance.					
9	The performance criteria used in the appraisal form does not actual measure my real performance.					
10	The appraisal criteria in which I am evaluated is fair.					

	<b>Compensation related Question</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
1	Our organization makes all payment due to us in time					
2	Pay increments offered by our organization are satisfactory.					
3	The existing reward and incentive plans do not motivate us for better performance.					
4	We are being paid adequately for the work we do.					
5	Rewards in our organization are strictly linked to employee performance.					
6	The pay we receive in competitive compared to that of employees doing similar work in other organization.					
7	I am entitled for rewarded if the whole organization achieves its set target.					
8	An increase in my basic pay will encourage me to improve on my performance.					

### Part (C) Employee performance related Questioner

Listed below are statements about employee performance related issues regarding the organization you currently work for. For each please indicate your level of agreement with the following statements so that your answer to these questions will enable the research to assess the effect of HRM practice on employee performance in your organization.

**1= strongly Disagree    2= Disagree    3= Neutral    4= Agree    5= strongly agree**

	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	Work performed by employee in the organization is high quality					
2	Employee in the organization usually meet deadlines while accomplishing their tasks					
3	The employees in the organization achieve their. Specified targets					
4	The rate of absenteeism in the organization is low					
5	Employees in the organization are creative & innovative.					
6	Employees in the organization are encouraged to appraise themselves.					
7	Employee in the organization aware. of the organizational objectives mission statement & vision					
8	The costs of work performed have some control over costs.					

## **INTERVIEW QUESTION**

This is an interview question designed to gather information about the effect of Human Resources Management Practices on employee performance of ECWC Jimma District. The Human Resource Management Manager and team leader will be the interviewees. Genuine and complete responses by each interviewee are highly helpful to make the findings of the study reliable.

### **Recruitment and selection**

1. Do you think the selection system in our organization selects those having the desired knowledge, skills and attitudes?
2. What types of recruitment techniques the organization is using?
3. Does the recruitment and selection process help the organization to find out the right person for right position?

### **Training and development**

1. Do the managers evaluate the effectiveness of the employee training through behaviors?
2. Does the training process for non-managerial employees in our organization are formal and systematically structured?

### **Performance appraisal**

1. Does the Performance appraisal includes the supervisor setting objectives and goals of subordinates for the period ahead in consultation with them
2. Does the performance appraisal process employed by this organization is able to point out areas which I need to improve.

### **Compensation**

1. Does qualified employees have the opportunity to be promoted to positions of greater pay and/or responsibility within the company?
2. Does the company constantly reviews and updates the range of benefits to meet the needs of employees

**Thank you for participating**

## ጅማ ዩኒቨርሲቲ

### ቢዝነስ ኢኮኖሚክስ ኮሌጅ

### ቢዝነስ አስተዳደር ትምህርት ክፍል

የሰው ሀይል አስተዳደር ያሰራር ልምድ በሰራተኞች የሥራ አፈፃፀም ውጤት ላይ ያለውን ተፅዕኖ ለማጥናት ያዘጋጀሁትን መጠይቅ ለመሙላት ለሚተባበሩኝ በኢትዮጵያ ኮንስትራክሽን ስራዎች ኮሮፓሬሽን ጅማ ዲስትሪክት ሰራተኞች በቅድሚያ ምስጋናዬን እያቀረብኩ ከዚህ በታች ባለው እና ቀጥሎ ባሉት ገጾች ለተቀመጡት ጥያቄዎች ያላችሁን አመለካከት በመስማማት እና ባለመስማማት የምትገልፁበት ነው።

ስለዚህም ያለዎትን ሀሳብ በተቀመጡት ሳጥኖች (✓) በማስቀመጥ እንዲገልፁ በትህትና እጠይቃለሁ።

የተማሪው ስም: መንግስቱማርቆስ (MBA)

ስልክ ቁጥር: 0911397236/0917058195

ኢ.ሜል: mengistu.markos@yahoo.com

### ማብራሪያ

- በመጠይቁ ላይ ስምዎን መፃፍ የለብዎትም
- እርሶዎ የሚሰጡት ትክክለኛ መረጃ ለአጥኚው እውነተኛ እና አሳማኝ የሆነ የጥናት ዕላማ እንዲያዘጋጅ ከፍተኛ እገዛ ስለሚያደርግ ትኩረት ሰጥተው ይመልሱ



**ክፍል 1 የሰራተኛው /ዋ(የመላሹ /ሿ/ መረጃ**

1. ዓታ =ወንድ  ሴት

2. በየትኛው ክትሜ ልል ስዓ ኛሉ ?

ሀ.18-30  ለ. 31-50  ሐ. 51 እና ከዚያ በላይ

3. የጋብቻ ሁኔታ

ሀ. ያገባ  ለ. ያላገባ

4. የትምህርት ደረጃ

ሀ. ከ12 በታች  ለ. 12ኛ ያጠናቀቀ ሐ. ስርተፊኬት መ. ዲፕሎማ

ሠ.ዲግሪ  ረ. ሁለተኛ ዲግሪና ከዚያ በላይ

5. የስራ ዘመን

ሀ. ከ10ዓመት በታች  ለ.ከ10- 20ዓመት  ሐ. ከ21-30 ዓመት መ.ከ31ዓመት በላይ

6. የስራ ዘርፍ: ሀ. የስራ ሃላፊ /ተቆጣጣሪ/  ለ. ሰራተኛ ባለሙያ

## ክፍል 2

የተከበሩትሁ መላሾች በዚህ ምዕራፍ ለጥናቱ ተመጣጣኝ የሆኑ መጠይቆች የተዘጋጁ ሲሆን መልስዎን በሰንጠረዥ ከጥያቄው ትይዩ በቀረቡት ባዶ ቦታዎች ትክክለኛ መልስዎን በያዘው ቁጥር ስር(✓) ምልክት በማድረግ መሙላት ይችላሉ። የመልሶች ቁጥር መግለጫ፡-

(1.በፍፁም አልስማማም 2.አልስማማም 3. መልስ የለኝም 4.እስማማለሁ-5.በጣም እስማማለሁ)

ከቅጥር እና ምልመላ ጋር የተያያዙ ጥያቄዎች		1	2	3	4	5
1	በድርጅታችን ትክክለኛው ሰው በትክክለኛ ስራ ላይ ተቀምጧል					
2	በቅጥር ጊዜ ለእጩዎቻቸው በቂ እና አስፈላጊ መረጃ ስለ ስራው ይሰጣቸዋል					
3	በድርጅታችን የእጩዎች ምልመላ ከእሱ ወይም ከእሷ ጥቅም ነው					
4	ድርጅቱ ባዶ ቦታዎችን ከውስጥ እና ከውጭ ያሞላሉ					
5	ድርጅቱ ዐግባብነት ያላቸውን ባለሙያ በምልመላ ጊዜ ታሳቢ ይደረጋል					
6	የድርጅታችን ቅጥር እና ምልመላ አካሄድ ለሁሉም እጩዎች እኩል ነው					
7	ድርጅቱ ላሉት አስፈላጊ ቦታዎች ሰዎችን ለመሳብ ጥረት ያደርጋል					
8	የድርጅታችን ቅጥር እና ምልመላ አካሄድ በሚፈለገው እውቀት ሙያ እና ችሎታ ላይ የተመሰረተ ነው					
9	የድርጅታችን ቅጥር እና ምልመላ ዘዴ በጣም ሳይንሳዊ ነው					
10	የድርጅታችን ቅጥር እና ምልመላ አካሄድ በድርጅቱ ዋጋ ያለው እና በድረጃ የተገመገመ ነው					
ከድርጅቱ የሰው ሃይል ስልጠና እና ልማት ሂደትን በተመለከተ የቀረቡ ጥያቄዎች		1	2	3	4	5
1	በድርጅታችን ሰራተኞች የሚፈልጉት ስልጠና የሚደረገው በአፈፃፀም ምዕራፍ ውጤታቸው ነው					
2	በድርጅታችን ስልጠና የሚያካትተው ማህበራዊ ሙያ፣ ጠቅላላ ችግሮችን መፈታት ሙያ፣ ስለ ድርጅቱ ሰፊ እውቀት እና ስለ ስራው ያከተተ ነው					
3	የስልጠናው ይዘት እና ድርጅቱ እድገት እቅድ ሁልጊዜ ከሰራተኞችን መለወጥ እና ስራ ጋር አግባብነት ያለ ነው					
4	ሰራተኞች ከ ስልጠና በሐዋላ ስራቸውን በብቃት ይወጣሉ					
5	ሰራተኛው ከስልጠናው የሚያገኘው እውቀት ባህሪያቸው ለመለወጥ ይረዳቸዋል					
6	ስልጠናው እና የማልማቱ ስራ የሰራተኞችን ሙያ ያሳድጋል					
7	ከስልጠና በሐዋላ አንተ ከፍተኛ ተግባራትን አከናውነሃል					
8	ከስልጠና በሐዋላ ሕንጻው በእራስህ መተማመን መሰማትና የራስን ስራ መስራት ትፈልጋለህ					
9	ስልጠናው እና የመልማቱ ልምድ የሰራተኞችን ሙያ እና እውቀት ማሻሻል ነው					
10	ስልጠናው አንተን በራስህ በቁ ለማድረግ የተፋጠነ ነው	1	2	3	4	5

	<b>በድርጅቱ የስራ አፈፃፀም ምዘና እና ሂደቱን በተመለከተ የቀረቡ ጥያቄዎች</b>					
1	በድርጅቱ ከእድገት ጋር የተያያዙ የአፈፃፀም ጥያቄ አላማው የሰራተኞችን አፈፃፀም ማሻሻል እና የስራ ሙያ ማጠናከር ነው					
2	በድርጅታችን የሰራተኞችን የስራ አፃፀም የሚመዘነው በሰአቱ ነው					
3	የአኛ እድገት አፈፃፀም እንደሚሰማን ፍተሐዊ ና አላማ ያለው ነው					
4	አኛ የተቀበልነው ግብረ መልስ አንድ ድርጅታችን አለማ እንደምንሰራ ነው					
5	በድርጅታችን ሰራተኞች በምፈልጉት የስራ እድገት እና ደረጃ እውቅና አለው					
6	የእድገት እድል በድርጅታችን ጥሩ አፈፃፀም ያላቸውን ሰራተኞችን ያሳድጋል					
7	የድርጅቱ የስራ አመራሮች ጥሩ ግንዛቤ ስለ እድገት መስፍረት አላቸው					
8	በአሁኑ ጊዜ የሚጠቀሙት እስከል ወይም ለእያንዳንዱ መስፈርት የሚጠቀሙት ፐርሰኑት የሰራተኞችው አፈፃፀም መለኪያ ውጤታማ አይደለም					
9	የአፈፃፀም መስፈርት የሚጠቀሙበት ቅፅ እውነተኛ መለኪያ የእኔ እውነተኛ አፈፃፀም አይደለም					
10	የእድገቱ መስፈር እኔ የተገመገሙኩበት ፍታዊ ነው					
	<b>በድርጅቱ ያለውን የክፍያ ሂደትን በተመለከተ የቀረቡ ጥያቄዎች</b>	1	2	3	4	5
1	የአኛ ድርጅት ሁሉንም ክፍያዎች በሰአቱ ይፈተማል					
2	በአኛ ድርጅት የሚሰጥ የእድገት ከፊያ አጥጋቢ ነው					
3	አሁን ያለው የበነስ እና ጭማሪ እቅድ እኛን ለተሳለ ስራ አያንቀሳቀስም					
4	አሁን የሚከፈለን ከፊያ ለምንሰራው ስራ በቂ ነው					
5	የአኛ ድርጅት ማበረታቻ በቀጥታ ሰራተኛው ከሚሰራው ስራ ጋር የተያያዘው					
6	ከሌላ መስርያ ቤት ከሚሰሩት ሰራተኞች ጋር ከአኛ ድርጅት የምንቀበለው ክፍያ ተወዳዳሪ ነው					
7	ድርጅታችን ያስቀመጠውን እቅድ ከግብ ካደረሰ እኔ ማበረታቻ ለማግኘት እችላለሁ					
8	በየትኛውም መስረት የሚጨምር ክፍያ ስራዬን ለማሳሳል ያነቃቃኛል					
	<b>ሠራተኞች ከሚሰሩት ስራ አፈፃፀም ጋር የተያያዙ ያለው ጥያቄ</b>	1	2	3	4	5
1	በድርጅታችን ሰራተኞች የሚሰሩት ስራ ከፍተኛ ጥራት አለው					

2	በድርድርጅቱ ስራተኞች የተለመደው የሚሰበሰቡት ስራቸውን ከጨረሱ በኋላ በመጨረሻ ቀን ነው					
3	የድርድቱ ስራተኞች የተሰጣቸውን ስራ ከግብ ያድረሳሉ					
4	በድርድርጅቱ የምልከታ ዙር ዝቅተኛ ነው					
5	የድርድቱ ስራተኞች ፈጣሪ እና ሀሳብ የሚያመነጩ ናቸው					
6	የድርድቱ ስራተኞች እራሳቸውን በማድነቅ ይበረታታሉ					
7	የድርድቱ ስራተኞች ስለ ድርጅቱ አላማ ተልኮ ያውቃሉ					
8	በድርድቱ የተሰራው የስራ ዋጋ ከዋጋ በላይ እንዳይሆን ይቆጣጠራል					

**ለትብብር አመሰግናለሁ**