

***Effects of Human Resource Management Practices on
the Employees performance on some selected public sectors at Maji
Woreda, South Nation Nationalities and Peoples region in Ethiopia***

*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 Public Management (MPM)*

BY:

YENEALEM BERIHUN



JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

MPM PROGRAM

JANUARY, 2021

JIMMA, ETHIOPIA

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Under the Guidance of

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DECLARATION

I declare that this thesis entitled “*The Effects of Human Resource Management Practices on the Employees performance on some selected public sectors at Maji Woreda, South Nation Nationalities and Peoples region in Ethiopia*” has been carried out by me under the guidance and supervisions of Zerihun Ayenew (Ph.D.) and Demssie (MBA).

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

Researcher’s Name

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Co-Advisor’s Name

Date

Signature

CERTIFICATE

This is to certify that the thesis entitles “*The Effects of Human Resource Management Practices on the Employees performance on some selected public sectors at Maji Woreda, South Nation Nationalities and Peoples region in Ethiopia*”, submitted to Jimma University for the award of the Degree of Master of Public Management (MPM) and is a record of confide research work carried out by Yenealem Berihun under my guidance and supervision.

Therefore, I declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree.

Chair Person of Department of Graduate Committee _____

Signature _____ Date _____

Advisor _____ Signature _____ Date _____

Examiner, Internal _____ Signature _____ Date _____

Examiner, External _____ Signature _____ Date _____

Abstract

The purpose of this study was to identify the effects of human resource management practices on employees' performance at Maji Woreda, in some selected public sectors. Descriptive and explanatory research designs were adopted with both qualitative and quantitative research approaches. The study population comprised a totaling 260 employees' from Maji Woreda selected public organizations and 157 employees were sampled for this study. Systematic random sampling and purposive sampling technique were used to select each respondent. Questionnaires and interview were served as data collection instruments. The data were analyzed using descriptive (mean and standard deviation) and inferential statistics (multiple correlations and regression). The analysis was supported by the statistical software such as Statistical Package for Social Scientists 20 versions and Analysis of Moment Structures 22 versions. The key findings of doing so; compensation; training and development and career planning were influence employees' performance. The study concluded that compensation, training and development and career planning highly influencing employee performance, and they have a major positive direct effect on the performance of employees. Finally, the study recommended that the ministry of selected organizations and South Nation Nationalities, Peoples region selected organizations bureau and managers of selected organizations in Maji Woreda should pay attention in improving the reward system, training and development and career planning.

Keywords: career planning, employee involvement, reward, training and development, performance appraisal

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ACRONYMS

AGFI	Adjusted Goodness-of-Fit Statistic
AMOS	Analysis of Moment Structures
CFI	Comparative Fit Index
CSA	Central Statistical Agency
GFI	Goodness-of-Fit Statistic
HRM	Human Resource Management
HRMP	Human Resource Management Practices
NFI	Normed-Fit Index
PNFI	Parsimonious Normed Fit Index
RMR	Root Mean Square Residual
RMSEA	Root Mean Square Error of Approximation
SEM	Structural Equation Model
SNNPRG	Southern Nations Nationalities Peoples Region Government
SNNPR	South Nations Nationalities Peoples Region
SPSS	Statistical Package for the Social Sciences

CHAPTER ONE

Overview of the Chapter

This chapter deals with overall the information of the study. Such as; background, statement of the problem, basic research questions, main objective, specific objectives, significance, scope, limitation, and organization of the study.

1.1 Background of the Study

By its nature, HRM is a management function that helps managers to recruit, a select, train, and develop members for an organization. HRM is concerned with people's dimension in organizations. The role of HRM is to plan, develop, and administer policies and programs designed to make optimum use of an organization's human resources. Its objectives are Effective utilization of human resources, desirable working relationships among all members of the organizations, and maximum individual development (Renukadevi, 2014). Human Resource Management (HRM) practice both in the private and public sector is an important strategic tool used by organizations for creating and retaining competitive advantage (Benedict, 2012).

According to Benedict (2012) Human Resources Management (HRM) is a management function in which managers recruit, select, train, and develop organization members. Thus recruitment, selection, training, and development should be properly managed so that an organization does not run the risk of not meeting its personnel requirements and consequently affecting the execution of the overall goals and objectives of the organization. HRM practices differ from country to country, region to region sector to sector according to their culture and norms. A good HRM practice system keeps an eye on the performance of employees and occupies them in the right workplace and get competitive

advantage and customer satisfaction. HRM practices support employees to improve the sector performance in such areas as; competency, motivation, and role clarity, which leads to improving workforce performance of that organization (Chughtai, 2018).

According to Chughtai (2018) in modern times, public sectors adopt HRM practices to improve the level of performance of their employees and provide better service to the people of the state. HRM is a major influence on the revolution in the public sector and public sector organizations have a bureaucratic management model is governed by pre-defined application rules and processes. HRM was a series of integrated decisions that form employment relationships; it involves developing employees to maximize their potential in a manner that furthers the objectives of both the individual and the sector (Abdirahman, 2017).

Human resource management is critical to the success of the employee's performance because human capital has certain qualities that make it valuable. In human resource management practices (HRMP), individuals most likely have a higher level of communication with coworkers and employees and have greater involvement in the decision-making process (Amare, 2015). Therefore, human resource management contributes to creating high-performance work systems by linking various employees in different departments in the same sector. Also, effective human resource management has policies, practices, and systems in organizations for recruiting and developing their employees, as well as influencing their behavior, attitudes, and performance to achieve their sectorial goals. It identifies each employee's knowledge, skills, and attitudes that motivate employees to use their knowledge, skills, and attitudes (Getachew, 2016).

Indeed, good service delivery in both public and private sectors is fundamental as it is a consequence of maintaining a constant supply of skilled human capital. An effective and comprehensive human resources management process will inevitably result in effective,

decentralized, and synchronized service delivery and ensuring that all service centers attain maximum capacity and thus delivering as per public expectations. The choice of human resource practices in any sector can either motivate or demotivate employees (Benedict, 2012).

Performance is always defined as the extent to which organizational members or workers participate in attaining the goal of the organization. Workers are a primary source of competitive advantage in service-oriented organizations. Employee performance is originally what an employee does or does not do. Performance of employees could include quantity and quality of product or output, timeliness of output, presence at work, cooperativeness (Gungor, 2011). From Rick (1997) points, could be defined as the record of outcomes achieved, for each job function, during a specified period. On the other hand, Darden (1994), said employee's performance is a rating system used in many corporations to decide the abilities and outcomes of an employee.

Human resource management was a basic function of management that determines the performance of staff in any organization. Without an adequate, skilled, and well-motivated workforce operating within a sound human resource management programmed, development was not possible (Hussein, 2017). As a result, human resource management (HRM) practice both in the private and public sector is an important strategic tool used by organizations sector for creating and retaining competitive advantage. As this realization occurs, research on organizational commitment to good service delivery has gained importance too (Ashraf, Umer, & Ahmad, 2018).

In general, Human resource management is to ensure that the sector is successfully running through its current manpower and achieves its goals and objectives through people. HRM systems can be a source of organizational capabilities that allow employees to learn

and capitalize on new opportunities. Satisfied workers perform better than dissatisfied workers. It is the role of the human resource to make the employees satisfied which will ultimately lead to improved employee performance. Thus, HRMP is key to keeping employees satisfied and hence having an effect on their performance (Ullah, 2019).

According to Ullah (2019) human resource management is one of the most important departments for any organization. There are three core functions of this department like Managerial functions, operational functions, and advisory functions. The operative function process of employment usually comprises of employee selection, recruitment, and placement of staff. It is the core responsibility of the HR manager to determine the human resource requirement for the organization to perform various tasks to achieve the objectives of the organization. However, based on the observation and the knowledge of the researcher there is poor human resource management practice in Maji Woreda Public sectors; and most of employees are not satisfied with their assigned job. That is why I motivated to conduct the study on the effects of human resource management practices on the employees' performance on some selected public sectors at Maji Woreda. HRM is the area of core importance for any kind of organization to make success. The relationship of HRM practices to the employee performance is very important for organizations because these are the employees who make organizations successful. The present study will provide with a useable information and knowledge for the management of the public sectors about the importance of human resource management practices for getting more involved and productive employees with improved performances. The study will also contribute valuable information to the existing empirical knowledge about the link of human resource management practices to the employee performance in the developing economy of Maji Woreda.

1.2 Statement of the Problem

Human Resource Management practice has always been a central problem for leaders and managers. Unsatisfied employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if they are given the opportunity, and produce low quality work. When employees are affected by the human resource management practice associated factors such as training and development, compensation and reward management, performance appraisal systems, human resource design career planning helps them to produce a good performance (Owoyele, 2017). But before one year ago, an informal speaking with the employees and the researcher's observation reveals that; there were low-performance of employees in Maji Woreda on selected public organizations.

Contextually many authors have made an investigation elsewhere inside and outside of Ethiopia about the factors determining the performance of employees. For instance, studies carried out by Nassazi (2013) on the Effects of training on Employee Performance at the University of Applied Sciences in Uganda. Hasan (2016) studied on the Impact of HRM Practices on Employee's Performance in Pakistan. Chughtai (2017) conducted the study on HRM practices and employee's performance: moderating role of Islamic work ethics and mediating role of HR outcomes: in Judiciary of Punjab, Pakistan. All these studies commonly reveal training and development compensation and reward appraisal performance recruitment and selection were the factors that affect employees' performance. Wambua and Karanja (2016) study on the effect of human resource management practices on employee performance in commercial banks in Nairobi, Kenya.

In the same way local studies in Ethiopia done by Daniel (2018), assessing Recruitment, Selection, Training and Development Practice and Challenges: The Case of SNNPR, Hadiya Zone Duna District. Abeba, Mesele, & Lemessa, (2015) conducted their

research on the Impact of Training and Development on Employee Performance and Effectiveness: A Case Study of District Five Administration Office, Bole Sub-City, Addis Ababa, Ethiopia. Tegene (2008) studied Human Resource Management Function in Ethiopia: Focus on Civil Service in the Southern Regional Government (SNNPRG). Chekol (2015) conducts studies entitled practices and challenges of human resource management in public sectors, the case of Burji Woreda; and Singh & Biniam (2016) conducted on the Impact of Human Resource Management Practice on Organizational Performance in Debre Brehan University. So, the current study conducted on public organization identified that compensation, performance appraisal, recruitment, and selections were influence employee's performance.

However, the fact that employees in different environments face different challenges still it needs further investigation, particularly in the rural areas of Ethiopia. This brings a gap that needs to be filled with tremendous research. Most of the previous researchers were focused on the foreign countries. Also, in Ethiopia the studies are conducted on private organization and minister's office, at universities and at regional levels especially on business sectors. However, this study was conduct on employees of woreda public organizations, because they work in rural area in which there is many problems that makes employees' performance ineffective. Most of the above-mentioned studies were not used both research approaches and AMOS software to analysis data at the same time within a study. But this study used both approaches to identify the effects of human resource management practice on employee performance and AMOS software to analysis data.

There has been limited research on the effect of HR practice on employees' performance that is conducted on public organizations. The public sectors in the local areas of Ethiopia have the same problem regarding human resource management practices on employee performance. Based on the researcher experience, Maji Woreda also has a problem

of human resource management practices that affects the employee performance in some of its public sectors. An informal speaking with the employees and the researcher observation shows that; there are high turnover rate, low productivity and dissatisfaction of employees in Maji Woreda. Also, there is no any investigation conducted still today to solve the problems in study area. This is the reason that initiates a researcher to study a problem to know more about its effects and coming with proper findings. Moreover, on the basis the findings, a researcher concluded and recommend to the concerned body to minimize the problem under study as much as possible.

From theories and empirical evidences, the researcher had expected that the implementation of HRM practices would affect employees 'performance. Therefore, based on the expectation that this research attempted to investigate the effects of human resource management practices on employees 'performance in the case of some selected public sectors at Maji Woreda, South Nation Nationalities and Peoples region in Ethiopia.

1.3 Research Questions

Research questions that were related to the problem of the study are the following: -

1. What are the effects of performance appraisal on employee performances in Maji Woreda?
2. What are the effects training and development on employee performances in Maji Woreda?
3. What are the effects rewards on employee performances in Maji Woreda?
4. What are the effects of employee involvement on employee performances in Maji Woreda?
5. How career planning influence employee performances in Maji Woreda?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this study was to identify the effects of human resource management practices on employee performance in Maji Woreda, Ethiopia.

1.4.2 Specific Objectives

1. To assess the effects of performance appraisal on employee performances in Maji Woreda.
2. To assess the effects of training and development on employee performances in Maji Woreda.
3. To know the effects of rewards on employee performances in Maji Woreda.
4. To examine the effects of employee involvement on employee performances in Maji Woreda.
5. To determine the effects of career planning on employee performances in Maji Woreda.

1.5 Significance of the Study

The importance of this research can be pointed out from different beneficiaries' view: the primary importance of the study will try to give a little information for experts to improve the sectors performance. The study areas will use as a guideline to address problems and improve their understanding in the practices of HRM and other organizations which have similar problems can also extrapolate its findings. Finally, it will be served as a reference for further researchers for those who have an interest in relation to this area and it helps the researcher to acquire knowledge and skills.

1.6 Scope of the Study

This study concerned with the effects of HRM practices (performance appraisal, employee training and development, employee compensation or reward, employee involvement and career planning) on the employees' performance. Data collection will be limited on the practices of HRM on the employee performance in Maji Woreda which is found in SNNPR, Ethiopia, Maji Woreda was selected for the reason why the researcher was the dweller of this area, so the researcher was very interested to study and came up with some solutions plus to minimize financial constraints. Additionally, the study used cross sectional survey questionnaire, interview, and researcher observation.

1.7 Limitation of the study

Many employees in the selected sectors refuse to take questioners claiming time constraint. Even though who took questioners to complete had taken several days. Therefore, the researcher had to wait several days to collect the questioners. Hence, the time and unavailability of some employees (managers) due to some offices works were among major constraints faced by the researcher during conducting of this study.

1.8 Organization of the study

The study is organized in five chapters where chapter one gives introduction and background of the study, Statement of problem, objective of the study, basic research questions, specific objectives of the study, significance of the study, and limitation of the study. Chapter two gives the literature review, conceptual frame work and theoretical framework while chapter three provides information on study research methodology, target population, sample size and sampling procedure, data collection methods, validity and reliability of the instrument, data collection procedures, data collection techniques ethical consideration and operational definition of variables. Chapter four gives data analysis, data

presentation and interpretation and finally, chapter five gives a summary of findings, discussion, conclusions and recommendations.

CHAPTER TWO

RELATED LITERATURE REVIEW

Overview of the Chapter

Experience and assigning them tasks accordingly. Individuals prefer to join those organizations where This chapter contains a literature review, empirical review, and conceptual framework which deals with referring to different written materials and documents related to the study. Employee performance and detail discussed basic variables of the study like performance appraisal, training and development, compensation, employee involvement, and career planning.

2.1. Human Resource Management Practices

Human Resource Management (HRM) practices are a process of attracting, motivating, and retaining employees to ensure the survival of the organization. HRM practices are designed and implemented in such a way that human capital plays a significant role in achieving the goals of the organization. The appropriate use of HRM practices positively influence the level of employer and employee commitment. HRM practices such as training and development, performance appraisal encourages the employees to work better to increase organizational performance (Hassen, 2016).

In modern times, public sectors adopt HRM practices to improve the level of performance of their employees and provide better service to the people of the state. HRM is a major influence on the revolution in the public sector and public sector organizations have a bureaucratic management model is governed by pre-defined application rules and processes (Chughtai, 2018). According to Getachew (2016) People can understand that human resource

management plays a social role in managing relationships between employers and employees in their organization. Human Resource Practices including recruitment, selection, training, and development, motivation.

Employees are one of the most important assets of an organization as they contribute to its growth and success. Practices of the human resource were programmed to motivate, attract, and retention of employees and to assure the success of organizations. The better utilization of human resource management practices affected the employee and employer commitment positively. Human resource management practices like performance appraisal, training & development programs are developed to motivate the employees, and when employees were motivated then organization performance is defiantly increased (Ashraf, Umer, & Ahmad, 2018).

HRM refers to the management of people in the sector; aims to ensure that the organization obtains and retains the skilled, committed, and well-motivated workforce it needs. HRM has several aims, including maximizing employees' contributions to achieve optimal productivity and effectiveness, achieving the objectives of individual employees and those of the society; supporting the development of employees knowledge and skills that are the result of organizational learning processes; and enhancing motivation, job engagement, and commitment by introducing policies and processes that ensure that people are valued and rewarded for what they do and achieve and for the levels of skill and competence they reach (Abraham, Kusi, & Mensah, 2018).

HRM was a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities was critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programs, and practices. Thus, HRM aims at carrying out sets of programs, functions, and activities

designed to maximize employee wellbeing and organizational objectives (Abdirahman, 2017). The practices selected for this study are based on their importance to the sectors selected for the analysis. The practices used in this study are listed and defined as follows:

2.1.1. Performance Appraisal

Performance appraisal of employees is the systematic evaluation of employees' performance and potential for development during a certain period by supervisors or others who are familiar with their performance. It is one of the oldest and widely used management practices. Performance appraisal is an indispensable tool for an organization because the information it provides is highly useful in decision making regarding issues such as promotion, merit increases transfer, discharge, training, and development. Not only is performance appraisal useful for the above issues, but it may also increase employees' commitment and satisfaction. However, there has been a great realization that it is more important to focus on defining, planning, and managing performance than merely appraising performance (Pareek and Rao, Cited in Quansah, 2013).

Performance appraisal increases the productivity of employees and in return sectorial performance increased. Performance appraisal increases professional skills by mentioning the area there needed improvement required (Ashraf, Umer, & Ahmad, 2018).

Performance management systems should play three major strategic roles. Performance appraisals also play an evaluative function, allowing organizations to reward good performance, and punish poor performance when necessary. Finally, performance management systems allow organizations to validate the efficacy of other practices in the sector, such as selection. Attention needs to be paid to the type of appraisal tool adopted as part of the performance management system (Benedict, 2012).

The developmental purposes of performance appraisal include providing performance feedback, identifying individual strengths or weaknesses, recognizing individual performance, assisting in goal identification, evaluating goal achievement identifying individual training needs, determining organizational training needs, improving communication, and allowing employees to discuss concerns (Aidah, 2013).

The increased competitive nature of the economy and rapid changes in the external environment has forced many organizations to shift from reactive performance appraisals to proactive performance management to boost productivity and improve organizational performance (Nayab, 2011). According to Quansha (2013) Performance management is the process of planning performance, appraising performance, giving feedback, and counseling an employee or team to improve performance. Also, performance management is a systematic process for improving organizational performance by developing the performance of individuals and teams. Performance management is one of the most important developments in the field of HRM probably propelled into visibility in the early 1980's as a result of the growing importance of total quality management.

2.1.2. Employee Training and Development

A formal definition of training and development is an attempt to improve current or future employee by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. While training is seen to be the process of imparting specific skills, development is said to be the learning opportunities designed to help employees grow. Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development, and planned experience. Training has a distinct role in the achievement of an

organizational goal by incorporating the interests of the organization and the workforce (Daniel, 2018).

Training is considered the necessary element of HR activity in every sector that enhances awareness and minor points and boosts employee performance. For enhancing the employee's performance and developing the skills and knowledge of the employees training is used as equipment or tool. Training is also used for future development and needed requirement of today and also enhancing the additional competencies of the employees that enhance the employee's productivity (Ashraf, Umer, & Ahmad, 2018).

Training and development are often used to close the gap between current performances and expected future performance. Training and development fall under the HRD function which has been argued to be an important function of HRM. The main purpose of training is to acquire and improve knowledge, skills, and attitudes towards work-related tasks (Aidah, 2013). Training is one of the most important parts of Human Resource Management and Development. It helps in the recruitment of staff and ensures a better quality of the applicant. It also eliminates risk, as trained employees can make better and economic use of materials and thereby equipment reducing and avoiding waste (Ullah, 2019).

Training refers to planned efforts that facilitate employees' learning of job-related competencies. These competencies include knowledge, skills, or behaviors that are critical for successful job performance. The goal of training is for employees to master the knowledge, skill, and behaviors emphasized in training programs and to apply them to their day-to-day activities (Tufail, 2017).

Training and development are defined as a process of systematically developing work-related knowledge and expertise in people to improve performance. Knowledge and skills that are acquired through training and development programs are relevant and useful,

both to the organization and to the individual's work requirements. Employees only participate in programs that will add to their current and future work effectiveness and that will contribute to organizational success (Tufail, 2017).

Adequate training produces marked improvements in employee communication and proficiency of performances as well as extending retention time. Moreover, when programs target communication skills with co-workers, there are significant increases in profit as well as a greater number of reported positive working relationships that are formed. Also, training and education have been shown to have a significant positive effect on job involvement, job satisfaction, and organizational commitment. Moreover, poor performance reviews due to inadequate job training can produce employee dissatisfaction and conflict (Quashah, 2013).

2.1.3. Employee Compensation/Reward

Compensation and rewards have emerged as one of the top challenges because of factors including mergers and acquisitions (and pay equity among new divisions), the invention of new systems for human capital management (including stock option plans), and global competition (in which attracting and retaining key employees became increasingly important (Getachew, 2016).

The reward can generate an important role in employee performance. A good employee feels that the value of the company is working for; also enhance the better work they are wellbeing. The reward is the most important employee for paying their best efforts to generate the innovation and the new ideas in the company performance; the manager supervisor reward power positivity linked with employee performance more (Mphil et al. 2014).

Compensation is offered to the employee for gaining a competitive position in the market. In other words, it supports the organization because employees are motivated,

retained, and less leave in the organization and become capital of the organization for a long time; compensation has a positive relationship with organization performance (Ashraf, Umer, & Ahmad, 2018).

Rewards encompass everything that employee's value in their employment relationship compensation, benefits, development, and the work environment. In today's business environment, it is imperative for the firm is to go beyond just offering competitive compensation and benefits programs (transactional rewards) to compete for talent. This is especially true today where the loyalty of the emerging workforce's members is more to themselves than to their employers. Compensation and benefits programs are typically financial and must be at least at a baseline competitive level for companies to attract and retain talent (Getachew, 2016).

2.1.4. Employee Involvement

Employee involvement is creating an environment in which employees are empowered to make their decisions and take actions relevant to their jobs. Employee involvement helps the organization in retaining its employees as it increases ownership and commitment and fosters an environment to make the employees motivated and contributing. Employee contribution influences employee's performance positively (Locke et al., Cited in Hassan, 2016).

Additionally, employee involvement should be touted more to get employees to participate more and better in decisions that affect their jobs. Such an environment will automatically create employment security and unveil the innovativeness and potentials of employees. Furthermore, providing feedback, counseling, and grievance handling avenues will reduce conflicts and tension (Quashah, 2013).

Employee involvement increases job satisfaction, motivation, and employee commitment as employees feel more involved in the success of the organizational goals. Empowering the employees by involving them in decision-making contribute to the success of the organization as it increases productivity, saves time for decision making, lowers the gap between supervisor and subordinates, encourages a strong sense of teamwork among workers. Focused on empowering employees to release their potential; indicate that empowering the employees can reduce conflict among employees (Hassan, 2016).

Employee involvement is creating an environment in which employees are empowered to make their decisions and take actions relevant to their jobs. Employee involvement helps the organization in retaining its employees as it increases ownership and commitment and fosters an environment to make the employees motivated and contributing. Employee contribution influence employee's performance positively. Employee involvement increases job satisfaction, motivation, and employee commitment as employees feel more involved in the success of the organizational goals. Empowering the employees by involving them in decision making contribute to the success of the organization as it increases productivity, saves time for decision making, lowers the gap between supervisor and subordinates, encourages a strong sense of teamwork among workers (Quashah, 2013).

2.1.5. Career Planning

Career planning is the process of setting career goals and identifies the ways to attain them. Career planning is a process of planning an individual's life work. Career planning is a tool used to motivate employees to work for the development of the organization. The career planning focused on motivating the employees to achieve the desired match between personal goals and organizational goals. A process of developing human resources to increase organizational performance is referred to as career planning. The career development process

is useful in identifying employee's skills and they get enough opportunities to pursue their career goals and exploit their potential fully career planning serves as a tool to motivate employees to work effectively and efficiently to achieve the goals of the organization. Career planning is a deliberate process of providing opportunities for successful development (Hassan, 2016).

Hassan (2016) noted that management must base promotions on the performance of employees however management does not delight in matching organizational and individual growth needs. Employees therefore do not find it worthwhile to discuss career aspirations within their organizations with immediate supervisors since it would not yield any desired results and might even create conflict and tension. A thriving perception held by employees is that promotions are based more on favoritism rather than performance.

Career planning is the process of setting career goals and identifies the ways to attain them. Career planning is a process of planning an individual's life work. Career planning is a tool used to motivate employees to work for the development of the organization. The career planning focused on motivating the employees to achieve the desired match between personal goals and organizational goals. A process of developing human resources to increase organizational performance is referred to as career planning. The career development process is useful in identifying employee's skills and experience and assigning them tasks accordingly. Career planning serves as a tool to motivate employees to work effectively and efficiently to achieve the goals of the organization (Hassan, 2016).

2.1.6. Employees Performance

Performance is always defined as the extent to which organizational members or workers participate in attaining the goal of the organization. Workers are a primary source of competitive advantage in service-oriented organizations (Luthans, 1999); (Pfeffer, 1994).

Employee performance is originally what an employee does or does not do. Performance of employees could include quantity and quality of product or output, timeliness of output, presence at work, cooperativeness (Gungor, 2011). From Dead rick (1997), points could be defined as the record of outcomes achieved, for each job function, during a specified period. On the other hand, Darden (1994), said employee's performance is a rating system used in many corporations to decide the abilities and outcomes of an employee.

Employee performance is defined as the outcome of the contribution of employees to make them attain goals. While performance may be used to define what an organization has accomplished concerning the process, results, relevance, and success. Employee performance can be manifested in improvement in production, easiness in using the new technology; highly employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Nassazi, 2013).

Employee's performance is measured against the performance standards set by the organization. Several measures can be taken into consideration when measuring performance for example using productivity, efficiency, effectiveness, and quality and profitability measures. Companies ensure that their employees are contributing to producing high-quality services through the process of employee performance management. This management process encourages employees to get involved in planning for the company and therefore participates by having a role in the entire process thus creating motivation for high-performance levels. Employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior (Nassazi, 2013).

Nassazi (2013) stated that employee performance is a measure of how the individual, organization, and industry converts input resources into goods and services. The measure of how much output is produced per unit of resources employed. Quality is the characteristic of

products or services that bear an ability to satisfy the stated or implied needs. This, therefore, implies that managers have to set the desired levels of performance for any period in question. This they can do by for example setting goals and standards against which individual performance can be measured.

2.2. Empirical Review

The majority of studies conducted in human resources practices particularly in the world as well as in Ethiopia was focused on private sectors but some hand research was conducted on the public sectors among them.

Tegene (2008) also conducted a study entitled the Human Resource Management Function in Ethiopia: Focus on Civil Service in Southern Regional Government (SNNPRG) the finding reveals, better performance of HRM practice compared to the centralized administrative system. However, promotion, performance assessment, and reward system are not performed well as there are some indications from the findings. Moreover, to some extent, the current wage structure and the minimum requirement criteria set by CSA hinder sectors effort to attract the best candidates.

Abdullah (2009) conducted studies on the major challenges to the effective management of human resource training and development activities; the case of Malaysia; The findings of this study imply that the process of developing knowledge workers towards achieving knowledge economy status is likely to be very challenging and to take a long time to achieve unless employers can surmount these challenges by developing and implementing contemporarily appropriate policies and procedures for HR management and development.

Aidah (2013) found that high morale employees who receive training have increased confidence and motivations; lower cost of production training eliminates risks because trained personnel can make better and economic use of material and equipment thereby

reducing and avoiding waste; lower turnover training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism; training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations; provide recognition, enhanced responsibility and the possibility of increased pay and promotion; help to improve the availability and quality of staff.

Quashah, (2013) noted that employee participation is not a common practice and difficult to established that the strict, rigid and unbending kind of environment employees find themselves in limits employee voice and affects employment security. It is thus recommended that in order to bring out the best in employees, sanctions should not be attached to initiatives and employees but contributions should be regarded as important and taken in good faith. HR managers should understand team dynamics and find ways to bring disparate personalities together and make it a point to encourage team work and team spirit.

Mphil and his colleague (2014) indicated that employees who are the most efficient are likely motivated to perform. The relationship between rewards and employee performance is positive and employees are motivated to perform more performance while receiving rewards and bonuses.

According to Wambua (2016) the multifaceted purposes of performance appraisal including guiding HR actions for example hiring, promotions, rewarding employee's performance, providing feedback to the firm, identifying training and development needs, etc. to improve the individual's performance on the job and offer useful data for human resource planning.

Chekol (2015) conducts studies entitled practices and challenges of human resource management in public sectors, the case of Burji Woreda. The findings reveal that in Burji Woreda there was a good practice of HRP however not based on need assessment and not implemented as seated criteria and scheduled time, there was the problem of recruitment and selection i.e., is not merit-based, there were insufficient training and development program that is unable to improving and developing skill and capacity of employees, there was the practice of employee performance appraisal system, however; it suffers from lack of transparency, weak follow-up and lack of the linkage between employee performance and reward system.

Merga & Hadgu (2015) studied on Merit-Based Human Resource Management Practices: Case of Tigray National Regional State and found that, in professionalizing the civil service, the city administration was not successful, there were a merit distortion and lack of neutrality to attract qualified, experienced, competent and effective civil servant and the recruitment and selection committee lacks the knowledge and experience in the recruitment, selection and promotion procedures. Abeba, Mesele, and Lemessa (2015) conducted on the Impact of Training and Development on Employee Performance and Effectiveness: A Case Study of District Five Administration Office, Bole Sub-City, and Addis Ababa, Ethiopia, found that Training and development had positively correlated and claimed statistically significant relationship with employee performance and effectiveness. It is recommended that District Five Administration Office shall maintain providing employee training and development activities and ensure the participation of employees in planning, need or skill deficit identification, and evaluation of training and development programs.

Getachew (2016) further conducted a study entitled Practices and Challenges of Human Resource Management in Major General Muluget Buli Technical College and the study finds that employees generally de-motivated due to lack of transparency of

management appraisal process and the issue of leadership development. The study, therefore, recommends that the management of college should devise ways of consistently motivating employees by using a proper performance appraisal system and giving training for leadership development, based on proposed guidelines.

In the Ethiopian context, most employees of public institutions less believe in the existence of performance appraisal than those of private ones (Girma, 2017). He also suggests that the performance appraisal process that doesn't meet the organization's and employees' goals is a waste of time. The researcher stated that every organization in Ethiopia is guided by the rules and regulations of the federal and state agencies and employees should share knowledge, information, and have good teamwork spirits. The researcher also emphasized that most employees are not satisfied due to poor performance appraisal systems in every Ethiopian organization in both public and private institutions. Most of the previous researchers were focused on the foreign countries. Also, in Ethiopia the studies are conducted on private organization and minister's office, at universities and at regional levels especially on business sectors; were not used both research approaches and AMOS software to analysis data

2.1. Conceptual framework

The model below illustrates some of the practices of HRM on employee performance. These practices were from the independent variables of the study and were manipulated to positively or negatively affect the dependent variable, which is employee performance. These independent variables have been broadly covered in the literature review.

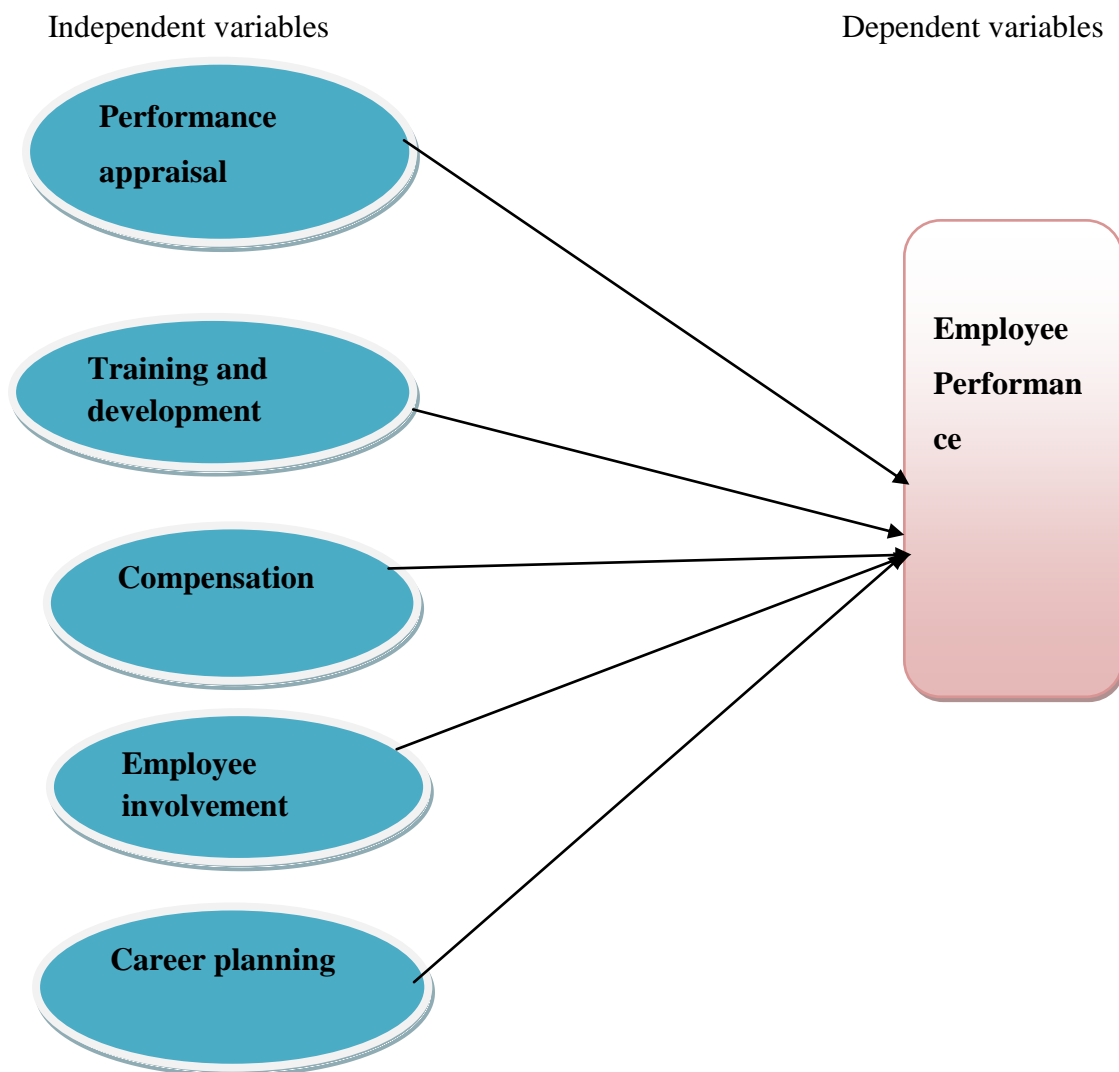


Figure 2.1 Conceptual framework

Source: Updated from research of (Jacinta Njerikuria, 2013).

CHAPTER THREE

RESEARCH METHODS

Overview of the Chapter

This chapter is about the descriptive of the study area, research design, source, and type of data, sampling design, data collection instruments, validity, reliability methods of data analysis, and ethical consideration.

3.1. Description of the Study Area

This study was conducted in Southern Nations' Nationalities and Peoples Region West-Omo Zone in Maji Woreda. Maji (also Machi) is a town in southern Ethiopia. It is located on the Boma Plateau, lying in the Bench Maji Zone of the Southern Nations, Nationalities and Peoples Region, and has a longitude and latitude of $6^{\circ}12'N$ $35^{\circ}35'E$ $6.200^{\circ}N$ $35.583^{\circ}E$ Coordinates: $6^{\circ}12'N$ $35^{\circ}35'E$ $6.200^{\circ}N$ $35.583^{\circ}E$ with an elevation variously given as 2,104, 2,258 and 2, 430 meters above sea level. The town is the administrative center for the Maji Woreda. (Wikipedia t. f., Maji, Ethiopia, 2018)

Maji (also known as Dizi) is one of the Woreda in the Southern Nations, Nationalities, and Peoples' Region of Ethiopia. Part of the Bench Maji Zone, Maji is bordered on the south by the Kibish River which separates it from South Sudan, on the west by Surma, on the northwest by Bero, on the north by Meinit Shasha, and on the east by the Omo River which separates it from the Debub Omo Zone. Towns in Maji include Tum and Maji. The western part of Maji was separated to create Bero Woreda and some southern kebeles were added to Nyangatom Woreda (Wikipedia t. f., Maji Woreda, 2019)

Based on the 2007 Census conducted by the CSA, this Woreda has a total population of 31,088, of which 15,072 are men and 16,016 women; 4,838 or 15.56% of its population are urban dwellers. The majority of the inhabitants are the follower of Ethiopian Orthodox Christianity, with 62.23% of the population, 18.44% practiced traditional beliefs, and 16.66% were Protestants and 1.16% s were Muslim's (SNNPR, 2012). Thus, the study was conducted in Maji District public sectors. The district has more than twenty-two public sectors among them the study was conducted on ten selected public sectors namely: Maji District Administration office, Public Service Office, Finance, Economic and Development Office, Health Office, Agriculture and Natural Resource office, Tax and Revenue Office, Trade, Industry and Marketing Office, Municipality Office, Culture, Tourism and Sport Office, and Females, Children and Youth Office. The above-listed public sectors were selected purposively for this study because it was difficult to conduct the study on all sectors due to the scarcity of resources such as finance and time.

3.2. Research Design

This study was used as a descriptive research design. The main advantage of descriptive research design is that it enables the researcher to access the situation within the study area at the time of the study.

3.3. Source and Type of Data

The study was used in both primary and secondary data. The primary data were given a higher priority because it is more reliable. The sources of the primary data were employees and human resource professionals. Similarly, secondary data were collected from books, internets, different reports, magazines, previous research, journals, and others. Secondary data is also known as second-hand data which can be said to be the edited version of primary

data by someone else. It saves a lot of time and money to explore the information on some kinds of issues (Lewis, 2003).

3.4. Sampling Design and Target Population

The study population refers to the total collection of elements that one would like to study. The population aspects, however, refer to the individual participant or object on which the measurement is taken (Cooper, D., 2011). The total population of the study was including all 260 employees in selected organizations and HR professionals.

3.4.1. Sample Size

The researcher selected the Woreda purposively to conduct this study because the researcher was the employee in this Woreda and there is a high benchmark of low employee performance and high turnover of employees. The sample was determined by using (Yamane, 1967).

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

Where "n" implies the number of samples

"N" implies the total population of selected public sectors

"e" implies point of error

$$\text{So, } n = ? \quad N = 260, \quad e = 0.05 \quad \text{then } n = \frac{260}{1 + 260(0.05)^2}$$

Therefore, the number of samples $n = 157$, with a 95% confidence interval.

3.4.2. Sampling Techniques

Further, from the total population of identified employees, systematic random sampling and purposive sampling techniques were used to identify each respondent, key informants, and list of the total population accessed from Maji Woreda selected public office.

3.5. Data Collection Instrument and Administration

3.5.1. Data Collection Instruments

The study was used as a closed-ended questionnaire to the employees on the selected researcher public sectors and interview as the major data collection instruments.

3.5.2. Validity

The researcher had used a questionnaire that its validity was checked and modified according to literature within the specific topic and the objective of the research. Approval from advisors and consultations from other HR professionals were applied to increase content validity.

3.5.3. Reliability

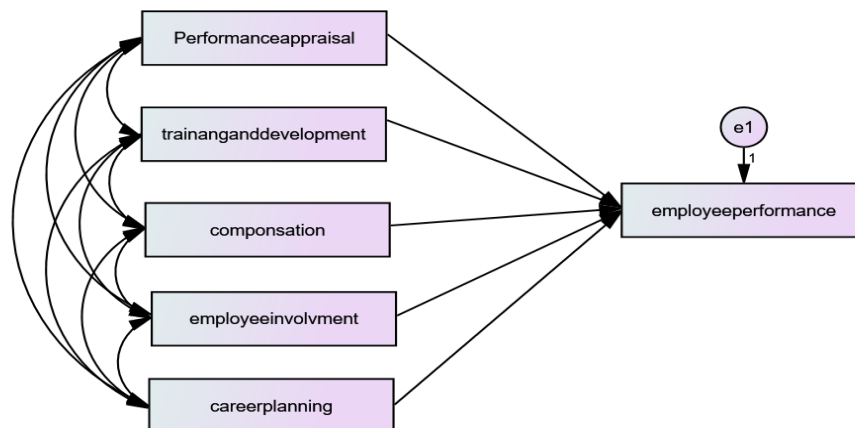
The Cronbach Alpha method of internal consistency was used to compute the reliability of the variables of the study using the various questionnaire items administered to 10% of respondents which were not included in the sample size of the study and reliability of the measure was tested by using SPSS software. Accordingly, the alpha coefficients for independent variables were 0.842 and the dependent variable was 0.823. Cronbach's Alpha range from 0.5 - 0.8 is strong and above 0.8 is very strong (Cohen, 2007). Thus, Cronbach Alpha above 0.7 implies that the instruments were sufficiently reliable for the measurement.

3.6. Method of Data Analysis

Primary data collected by using questionnaires were coded and organized. The data obtained from the interviews were also arranged. This study used descriptive statistics (mean and standard deviation) and inferential statistics (multiple linear correlations and multiple

linear regressions). Also, this study was supported by Statistical Package for Social Scientists (SPSS) 20 version to facilitate the data analysis and Structural equation model (AMOS) 22 version, to analyze the effect estimates between independents and dependent variables (Bollen and Stine's, 1992).

AMOS is an acronym for Analysis of Moment Structures. Structural Equation Model (SEM) is a second-generation multivariate analysis technique developed for analyzing the inter-relationships among multi variables in a model. To analyze, the data the researcher used an AMOS graphic which helps to examine every pair of the models and identify the pair of redundant items in a measurement model that jeopardize the fitness of the model. A systematic diagram of the multiple regression models in the AMOS graphic was indicated as below.



Source: AMOS Graphic

Figure3. 1 The Multiple Regression Model in AMOS graphic

The above figure indicated the Multiple Linear Regression modeling diagram which was explained as follows.

Modeling the Multiple Linear Regression $Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + e_1$

Where: X_1 = performance appraisal, X_2 = training and development, X_3 = compensation, X_4 = employee involvement and X_5 = career planning and Y = employee performance and e_1 = error term. The researcher used AMOS graphic in order to identify the effect of an independent variables on the dependent variable.

3.7. Ethical Consideration

The respondents assured that their response was remaining confidential. The information they provide is confidential and used for academic purposes only. The researcher obtained approval before any research activity at these selected organizations. Cover letters explain the purpose of the questionnaire and the right to accept or refuse to participate in the research activities is given to the respondents of this study. No personally identifiable information was collected from respondents and their participation was based voluntarily.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, INTERPRETATION, AND DISCUSSION

Overview of the Chapter

This chapter contains the response rate, general information, data analysis, findings, interpretations, and discussions

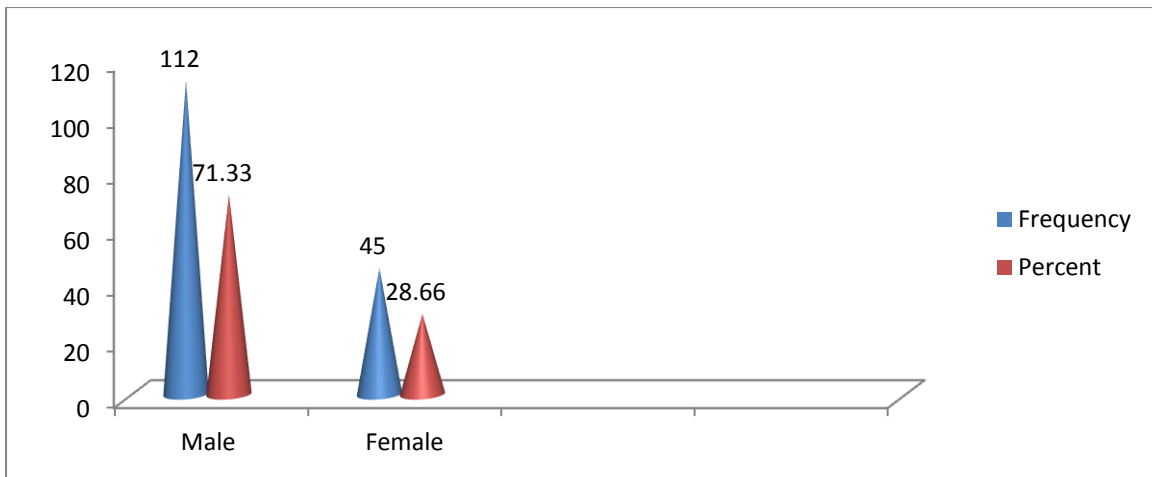
4.1. Response Rate

The response rate is how much the final set of data includes all sample members. For this study totaling 34 questionnaires were distributed to 157 respondents and fully collected, that means 100% of the distributed questionnaires were fully collected.

4.2. Demographic profile of respondents

In section one of the questionnaires, the researcher asked the respondents are the basic information to establish the grounds of the study. The followings are some results that were gathered from the general information.

Figure: 4. 1. Classification of Employees by Gender



Source: Field data 2020 G.C

The above figure 4.1 indicates that while 71.33 (n=112) of the respondents of the study were male, the remaining 28.66 (n=45) were female.

Table: 4. 1. Distributions of Employees by Age

Level of agreement	Frequency	Percent
Below 18 years	-	-
19-29 years	66	42.04
30-45 years	80	50.95
46-60 years	11	7.01
Above 60 years	-	-
Total	170	100.0

Source: Field data 2020 G.C

The findings of the study display that 66 (42.04%) of the employees were between 19-29 years, 80 (50.95%) were between 30-45 years and 11 (7.01%) were between 46-60 years. This event means that there were relatively few experienced employees who can serve as mentors and provide professions that have a high contribution to bringing good performance.

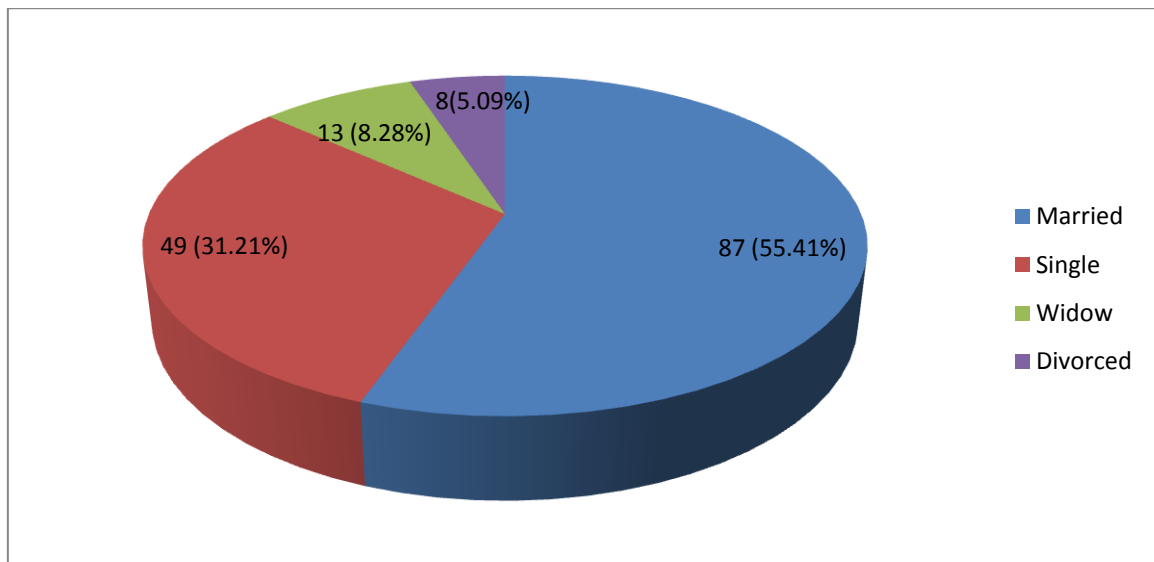
Table: 4. 2. Distribution of Employees' Academic Qualifications

Level of agreement	Frequency	Percent
Certificate	2	1.27
Diploma	69	43.95
First degree	83	52.87
Masters and above	3	1.91
Total	170	100.0

Source: Field data 2020 G.C

The above results of the study show that 69 (43.95%) of the respondents had a Diploma, 83 (52.87%) had a first degree and 3 (1.91%) had masters. From the findings of the study, it can be said that employees in some selected public sectors at Maji Woreda, were not highly qualified according to the response of the respondents.

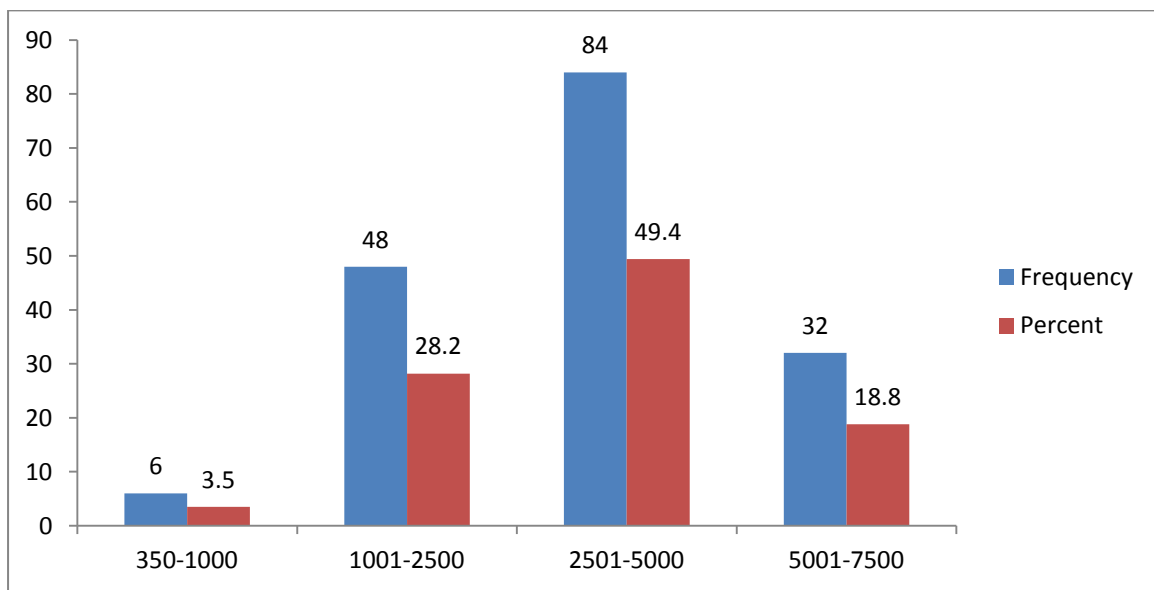
Figure: 4. 2. Description of Marital Status



Source: Field data 2020 G.C

Figure 4.2 shows the marital status of the employees in the survey. Accordingly, 49 respondents indicated that they were single, 87 respondents indicated that they were married, 8 respondents imply that they were divorced and 13 respondents showed that he/she was a widow. This finding showed that a high percentage of employees were married and they have a family, which need enough income to lead these families.

Figure: 4. 3. Distribution of Employees’ Basic Salary per Month



Source: Field data 2020 G.C

The finding of the study shows that 84 (49.4%) of the respondents indicated that they had got a salary between 2501-5000 birr, 48 (28.2%) of the respondents had got a salary between 1001-2500 birr, 32 (18.8%) had got a salary between 5001-7500 birr and that 6 (3.5%) had got a salary between 350-1000 birr. This finding of the study showed that low salary influence employees' life and hinder them to actively perform their tasks.

4.3. Current status of HRM and employee performance in Maji woreda

The data were analyzed in the forms of mean scores and standard deviation. According to Wondimu, U. (2014) the interpretation of research analysis through Likert intervals scales using mean and standard deviation are generally interpreted as follows: mean scored between values 1.0-2.4 is perceived as negative or low value, the scores from 2.5-3.4 are suggested as medium or moderate whereas the mean scores between 3.5-5.0 are interpreted as positive or high value. The standard deviation indicates the degree of variation of responses from a group of respondents.

4.3.1. Performance appraisal Factors

Employees respondents were asked to indicate the performance appraisal that influences their performance.

Table: 4. 3. Descriptive Summary of Performance appraisal

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Aware of employees	157	1.00	5.00	2.7389	1.42391
Well-designed performance appraisal	157	1.00	5.00	3.1592	1.39371
Evaluation of supervisors	157	1.00	5.00	2.9745	1.32020
Performance appraisal takes place	157	1.00	5.00	2.1911	1.34990
Performance appraisal	157	1.00	5.00	2.7659	1.33093

Source: Field data 2020 G.C

As indicated in the above table the mean score of performance appraisal such as the value of performance appraisal had low mean scores by (Mean=2.19, SD= 1.349 whereas aware of employees, supervisor's evaluation and well design of performance appraisal had

low mean scores by, (Mean=2.73, SD=1.4239), (Mean=2.97, SD=1.32), and (Mean=3.15, SD=1.393) respectively. The overall mean value of performance appraisal was medium by (2.76).

4.3.2. Training and development

To test the effect of training and development on the performance of employees, the respondents were given different statements on the training and development and were asked to indicate the level of their agreement with each statement

Table: 4. 4. Descriptive Summery of Training and Development

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Presence of training	157	1.00	5.00	1.6115	1.16932
Attention of managers on training	157	1.00	5.00	1.7452	1.27050
Selection for training	157	1.00	5.00	1.6497	1.20291
satisfaction with training	157	1.00	5.00	1.6688	1.16789
Opportunities of training	157	1.00	5.00	1.5796	1.00082
Availability of training	157	1.00	5.00	1.4841	.93098
Training and development	157	1.00	5.00	1.6231	1.10460

Source: Field data 2020 G.C

Table 4.4 shows that low mean scores of training and development like the presence of training, attention of managers on training, selection for training, satisfaction with training, opportunities of training and availability of training had low scores by (Mean= 1.61, SD=1.169), (Mean=1.74, SD=1.270), (Mean= 1.64, SD=1.202), (Mean= 1.66, SD=1.167),

(Mean= 1.57, SD=1.000) and Mean= 1.48, SD=1.930) respectively. Generally, the overall mean of training and development was low by (1.62).

4.3.3. Compensations/ Rewards

To find out the extent to which different factors influenced the performance of employees, the respondents were asked to indicate the extent to which each of the perceived factors influences compensation among employees

Table: 4. 5. Descriptive Summery of Compensations

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Attraction of compensation	157	1.00	5.00	1.1210	.62378
Sufficiency of compensation	157	1.00	5.00	1.2038	.74023
Satisfaction with salary	157	1.00	5.00	1.1338	.61075
Satisfaction with allowances	157	1.00	5.00	1.1911	.70832
Decision of management on rewards	157	1.00	5.00	1.1847	.74954
Compensation	157	1.00	5.00	1.1669	.66750

Source: Field data 2020 G.C

Table 4.5 shows that low mean scores of compensations like the attraction of compensation, the sufficiency of compensation, satisfaction with salary, satisfaction with allowances, the decision of management on rewards had low scores by (Mean= 1.12, SD=.623), (Mean=1.20, SD=.740), (Mean= 1.13, SD=.610), (Mean= 1.19, SD=.708), and (Mean= 1.18, SD=.749) respectively. The overall mean of compensation was low by (1.16).

4.3.4. Employees' Involvement

The respondents were given some statements where they expected to indicate the level of their agreement with each statement concerning the effect of employees' involvement on the performance of employees.

Table: 4. 6. Descriptive Summary of Employees' Involvement

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Participation of employees on decisions	157	1.00	5.00	2.4140	1.54855
Employees participation in operations related decision	157	1.00	5.00	2.4076	1.69068
Involvements of employees in all tasks	157	1.00	5.00	2.6688	1.66174
Good faith of employees	157	1.00	5.00	2.4904	1.67798
Effective communication of employees	157	1.00	5.00	2.4586	1.61916
Employee involvement	157	1.00	5.00	2.4879	1.61790

Source: Field data 2020 G.C

Table 4.6 shows that low mean scores of employees' involvement such as participation of employees on decisions, employees' participation in operations related decision, involvements of employees in all tasks, good faith of employees and effective communication of employees had medium scores by (Mean= 2.41, SD=1.548), (Mean=2.40, SD=1.690), (Mean=2.66, SD=1.661), (Mean=2.49, SD=1.677), (Mean= 2.45. SD=1.619) respectively. The overall mean of compensation was low by (2.48).

4.3.5. Career Planning

The respondents were given some statements where they expected to indicate the level of their agreement with each statement about the effect of career planning factors on the performance of employees.

Table: 4. 7. Descriptive Summery of Career Planning

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Career path of employees	157	1.00	5.00	2.4650	1.54226
Employees' career aspirations within the organization	157	1.00	5.00	2.5223	1.56314
Employees' promotion	157	1.00	5.00	2.4268	1.55334
Needs of individual and organizational	157	1.00	5.00	2.2229	1.38952
Aware of career path	157	1.00	5.00	2.0701	1.34981
Career planning	157	1.00	5.00	2.3414	1.45237

Source: Field data 2020 G.C

As indicated in the above table the mean score of career planning such as career path of employees, employees' career aspirations within the organization, and employees' promotion had medium mean scores by (Mean=2.46, SD=1.542), (Mean=2.52, SD=563), and (Mean=2.42, SD=1.553) respectively. Also, the needs of individuals and organizations and awareness of career path had low mean scores by (Mean=2.22, SD=1.389) and (Mean=2.07, SD=1.349) respectively. Finally, the overall mean value of career planning was low by (2.34).

4.3.6. Employee Performance

Employees were asked to answer their performance on the following different statements.

Table: 4. 8. Descriptive Summery of Employee Performance

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Completion of work in time	157	1.00	5.00	1.2739	.92412
Efficiently of performance	157	1.00	5.00	1.3631	1.01371
Quality of performance	157	1.00	5.00	1.4904	1.17461
Job in line with interests	157	1.00	5.00	1.2866	.89908
Satisfaction on supervision	157	1.00	5.00	1.1720	.70872
Employee performance	157	1.00	5.00	1.3172	.90668

Source: Field data 2020 G.C

Table 4.8 shows that low mean scores of employee performance like Completion of work in time, the efficiency of performance, quality of performance, the job in line with interests, and satisfaction on supervision had low scores by (Mean= 1.27, SD=.924), (Mean=1.36, SD=1.013), (Mean= 1.49, SD=1.174), (Mean= 1.28, SD=.899), and (Mean= 1.17, SD=1.708) respectively. The overall mean of employee performance was low by (1.31).

Table: 4. 9. The overall Descriptive Summery of Independents and Dependent**Variables**

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Performance appraisal	157	1.00	5.00	2.7659	1.33093
Training and development	157	1.00	5.00	1.6231	1.10460
Compensation	157	1.00	5.00	1.1669	.66750
Employee involvement	157	1.00	5.00	2.4879	1.61790
Career planning	157	1.00	5.00	2.3414	1.45237

Employee performance	157	1.00	5.00	1.3172	.90668
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Source: Field data 2020 G.C

The above table explains that compensation, training and development, employee performance, and career planning had an overall mean score of 1.16, 1.62, 1.31, and 2.34 respectively, indicating that the respondents agreed on their highly influence on the performance of employees. In another way, employee involvement and performance appraisal had moderate mean scores by mean 2.48 and 2.76.

4.4. Multiple Correlation Analysis Results

When there are two or more than two independent variables, the analysis concerning relationship is known as multiple correlations. Correlation is the coefficient that indicates the power of the linear relationship between variables. This coefficient must be statistically significant to be able to say that there is a relationship between variables. The correlation coefficient takes a value between -1 and +1, +1 indicating a perfect positive correlation and -1 indicating a perfect negative correlation between two variables (Kothari., 1990).

Table: 4. 10. Correlation between Independent Variables and dependent variable

Variables	1	2	3	4	5	6
Employee performance						
Career planning	.629**	1				
Employee Involvement	.545**	.989**	1			
Compensation	.910**	.461**	.391**	1		
Training and development	.882**	.864**	.814**	.720**	1	
Performance appraisal	.577**	.967**	.957**	.422**	.812**	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field data 2020 G.C

The above table shows that there exists a correlation between independent variables and dependent variables. Accordingly, there is a strong positive correlation between compensation and performance of employees ($r=.910$; $p<0.01$) followed by training and development ($r=.882$; $p<0.01$). Also, the next there is a strong positive correlation between career planning and performance of employees ($r=.629$; $p<0.01$) and, the least positive correlation was between employee involvement and performance of employees ($r=.545$; $p<0.01$).

4.5. Fit Indices Test of Structural Equation Model

Structural Equation Modeling (SEM) has become one of the techniques of choice for researchers across disciplines and increasingly is a must for researchers in the social sciences. However, the issue of how the model that best represents the data reflects the underlying theory known as model fit. Researchers using the technique must be comfortable with the area since assessing whether a specified model fits the data is one of the most important steps in structural equation modeling (Yuan, 2005).

Fit indices divide into two, the first is absolute fit indices such as Goodness-of-Fit Statistic (GFI), it was created by Jöreskog and Sorbom as an alternative to the Chi-Square test and calculates the proportion of variance that is accounted for by the estimated population covariance (Fidell, 2007). Adjusted Goodness-of-Fit Statistic (AGFI), was used to adjust the GFI based upon degrees of freedom, with more saturated models reducing fit (Fidell, 2007). Root Mean Square Residual (RMR), its range is calculated based upon the scales of each indicator, therefore, if a questionnaire contains items with varying levels (Kline, 2005). Root Mean Square Error of Approximation (RMSEA), tells us how well the model, with unknown

but optimally chosen parameter estimates, would fit the population's covariance matrix (Byrne, 1998).

The second is incremental fit indices, also known as comparative (Shevlin, 2007), or relative fit indices (McDonald and Ho, 2002), which are a group of indices that do not use the chi-square in its raw form but compare the chi-square value to a baseline model. They are Normed-Fit Index (NFI), this statistic assesses the model by comparing the χ^2 value of the model to the χ^2 of the null model. Comparative Fit Index (CFI) is a revised form of the NFI which takes into account sample size that performs well even when the sample size is small (Fidell, 2007). Parsimonious Normed Fit Index (PNFI), is based upon the GFI by adjusting for the loss of degrees of freedom. Based on the above different fit indices the researcher tested the fit indices of the structural equation model as follows.

Table: 4. 11. Fit Indices Test of Structural Equation Model

Model	GFI	AGFI	RMR	NFI	CFI	PNFI	RMSEA
Default Model	0.98	0.929	0.002	0.97	0.925	0.048	0.65

Source: Field data 2020 G.C

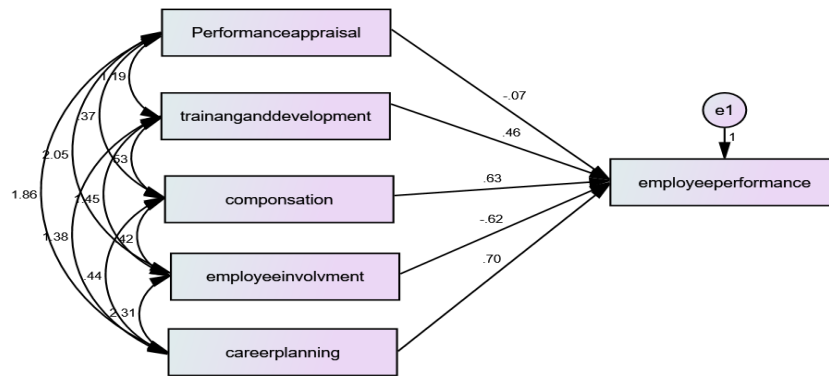
As the table above shows that the value of GFI 0.98 and AGFI is 1 and 0.929 which indicated that goodness of fit laid between range from 0 to 1 and indicated great model fit between 0.9-1 (Shevlin, 1998) and (Shevlin, 2007). Another, the value of RMR is 0.002 and that indicated between 0 to 1, not only this RMR has a good model fit approach to zero (Bentler, 1999). Also, the above table indicates that the value of NFI and CFI were 0.97 and 0.925 respectively which belongs 0 to 1, and indicated a good model fit above 0.9 (Bentler and Bonnet, 1980). However, the goodness of fit indices of PNFI indicated that good model fit by 0.048, thus included between 0 and 0.5 (Mulaik, 1989). Finally, the value of RMSEA showed that a good model fit some extent by 0.65 because it was found between good model

fit 0.5-1 (Maccallum, 1996). Based on the above result of model indices components, the researcher concluded that the model was fit.

4.6. Structural Equation Model Analysis

To analysis, the regression between independent and dependent variables and the effect of independent variables on the dependent variable the below systematic diagram was seat as follows.

Figure: 4. 4. The Systematical Diagram of the Model



Source: Field data 2020 G.C

4.6.1. Result of Regression Weights

Regression analysis is adopted appropriately when the researcher has one dependent variable which is presumed to be a function of two or more variables (Kothari., 1990). Thus, the regression weight resulted from the AMOS graphic was seat as below table.

Table: 4. 12. Regression Weights

			Estimate	S.E.	C.R.	P value
Employee performance	<---	Performance appraisal	-.068	.044	-1.554	.120
Employee performance	<---	Career planning	.699	.109	6.428	***
Employee performance	<---	Compensation	.631	.036	17.474	***
Employee performance	<---	Employee involvement	-.618	.075	-8.222	***
Employee performance	<---	Training and development	.459	.041	11.314	***

Source: Field data 2020 G.C

The findings in the above table indicate that the regression weight for compensation, training and development, employee involvement, and career planning in the prediction of employee performance is significantly different from zero at the 0.001 level (two-tailed). The regression coefficient for performance appraisal and employee involvement is -0.068 and -0.618 this indicated that when performance appraisal and employee involvement go up by one-unit employee performance goes down by 0.068 and -0.618 respectively. Likewise, training and development have a positive regression weight of by 0.459 this shows that when training and development go up by one-unit employee performance goes up by 0.459. In addition to this career planning and compensation have a high positive regression weight by 0.699 and 0.631.

The researcher observes from the above table training and compensation have been influencing employee performance highly because there is no performance unless employees are gain training and update their knowledge. Also, there is no product unless employees are satisfied with their salary and another benefit like an allowance.

4.6.2. Output of Correlations between each Independent Variables

Table: 4. 13. Correlations between each Independent Variable

		Estimate
Career planning	<--> Employee involvement	.989
Compensation	<--> Employee involvement	.391
Compensation	<--> Training and development	.720
Performance appraisal	<--> Training and development	.812
Career planning	<--> Compensation	.461
Performance appraisal	<--> Compensation	.422
Career planning	<--> Training and development	.864
Employee involvement	<--> Training and development	.814
Performance appraisal	<--> Career planning	.967
Performance appraisal	<--> Employee involvement	.957

Source: Field data 2020 G.C

According to the findings in the above table the estimated correlation between training and career planning, training and employee involvement, training and performance appraisal are 0.864, 0.814, and 0.812 are the estimated correlation, respectively. According to the result, the highest positive estimated correlation is between career planning and employee

involvement by 0.989, whereas the least estimated correlation is between compensation and employee involvement.

Table: 4. 14. Direct Effects of Independent Variables on Dependent Variable

	Training and development	Employee involvement	compensation	Career planning	Performance appraisal
Employee performance	.459	-.618	.631	.699	-.068

Source: Field data 2019 G.C

Findings in the above table indicate that the direct effects of career planning, compensation, training, and development on employee performance are 0.699, 0.631, and 0.459 respectively. This means when career planning, compensation, training, and development go up by 1, employee performance goes up by 0.699, 0.631, and 0.459 respectively. This indicated that career planning, compensation; training, and development have the highest positive direct effect on employee performance. Nevertheless, the direct effects of employee involvement and performance appraisal on employee performance are - 0.618 and -0.068 respectively. In another way, when employee involvement and performance appraisal are increased by 1, employee performance decreased by 0.618 and 0.068 respectively.

4.7. Discussions

This section contains a discussion of the main findings based on the research questions and the literature reviewed following the objective of the study. The objective of this study was to identify the effects of human resource management practices on employee performance in Maji Woreda, Ethiopia. The discussion parts were presented.

Regarding the performance appraisal, the study found that performance appraisal affects employee performance. The overall mean value of performance appraisal also shows a medium mean value by (2.76) and a positive correlation of the performance appraisal with employee performance by (0.577). So that it has a positive effect on employees' performance, but has ineffective utilization of performance appraisal in such public sectors. So, this finding supports the study of Girma (2017) stated that in the Ethiopian context, most employees of public institutions less believe in the existence of performance appraisal than those of private ones. He also suggests that the performance appraisal process that doesn't meet the organization's employees' goal is a waste of time. The finding of the current study also supports the studies of scholars such as Getachew (2016) found that employees generally demotivated due to the lack of transparency of the management appraisal process and the issue of leadership development. Wambua (2016) the multifaceted purposes of performance appraisal including guiding HR actions for example hiring, promotions, rewarding employee's performance, providing feedback to the firm, identifying training and development needs, etc. to improve the individual's performance on the job and offer useful data for human resource planning.

The other research question looked at the training and development in Maji Woreda selected offices. This finding was indicated that the low mean value of training and development by 1.62 positive correlations between training and development and employee performance by 0.882. In another way, training and development have a positive effect on employee performance by 0.459. however it has been found that there is a shortage of training and development in the study areas so that it has a negative influence on employee performance. This finding supports the study Abeba, Mesele, and Lemessa (2015) found that Training and development had positively correlated and claimed a statistically significant relationship with employee performance and effectiveness. So that they recommended all

sectors shall maintain providing employee training and development activities and ensure the participation of employees in planning, need or skill deficit identification and evaluation of training and development programs. In line with the current study, Chekol (2015) found that there were insufficient training and development programs that unable to improving and developing the skill and capacity of employees. Also, there was the practice of an employee performance appraisal system, however, it suffers from a lack of transparency, weak follow-up, and lack of the linkage between employee performance and reward system.

Regarding the effect of compensation on employee performance, the study found that compensations influence employee performance. This finding indicated that low mean value of compensation by 1.16, positive correlation between compensations and employee performance by 0.910; compensation in the prediction of employee performance is significantly different from zero at the 0.001 level, and the total effect of compensation on the employee performance was high by 0.631. The compensation and reward system such as salary and allowance were influencing employee performance. However, some of the secondary data in several sectors in the forms of proceedings indicated that a poor reward system was affected by employee performance. Accordingly, Tegene (2008) found that promotion, performance assessment, and reward systems are not performed well as there are some indications from the findings. Moreover, to some extent, the current wage structure and the minimum requirement criteria set by CSA hinder sectors' efforts to attract the best candidates.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter deals with a summary of findings, conclusion, and recommendation. Thus, the findings of the study were summarized in the following research questions: What are the effects of performance appraisal on employee performances in Maji Woreda? What are the effects of training and development on employee performances in Maji Woreda? What are the effects of rewards on employee performances in Maji Woreda? What are the effects of employee involvement on employee performances in Maji Woreda? And How career planning influence employee performance in Maji Woreda?

5.1. Summary of the Findings

The first research question looked at the career planning in Maji Woreda selected offices. Most respondents cited that career planning was highly influenced by employee performance. This finding was indicated that low mean value of career planning by 2.34, positive correlation between career planning and employee performance by 0.629; also, career planning in the prediction of employee performance is significantly different from zero at the 0.001 level, and the total effect of career planning on the employee performance was high by 0.699. In an interview with the principals on how career planning influences employee performance? They said that better career planning practice has its unrepeatable contribution to the betterment of employee's performance.

Regarding the effect of compensation on employee performance, it was found that compensation was highly influenced by employee performance. This finding was indicated that low mean value of compensation by 1.16, positive correlation between compensation and employee performance by 0.910; compensation in the prediction of employee performance is

significantly different from zero at the 0.001 level, and the total effect of compensation on the employee performance was high by 0.631. In an interview with the principals on what compensation influence employee performance? They mentioned that reward systems such as salary and allowance were highly influencing employee performance. However, some of the secondary data in several sectors in the forms of proceedings indicated that a poor reward system was affected by employee performance.

The other research question looked at the training and development in Maji Woreda selected offices. Most respondents cited that training and development were highly influenced by employee performance. This finding was indicated that the low mean value of training and development by 1.62 positive correlations between training and development and employee performance by 0.882; also, development in the prediction of employee performance is significantly different from zero at the 0.001 level. In another way, training and development have a positive effect on employee performance by 0.459. In an interview with the principals on what are the training and development influence employee performance? They mentioned that a shortage of training and development influences employee performance.

Regarding the effect of performance appraisal on employee performance, it was found that performance appraisal affects employee performance. It was evidenced by the overall mean value of performance appraisal also shows a medium mean value by (2.76) and a positive correlation of the performance appraisal with employee performance by (0.577). Another, the regression weight for performance appraisal in the prediction of employee's motivation is significantly different from zero at the 0.01 level. Another, work situation has a negative direct effect on employee performance by -0.068. Similarly, offices managers were mentioned that performance appraisal have an influence to some extent on employee performance

The findings of the study indicated that employee involvement affects employee performance. This is evidenced by the fact that the overall mean of employee involvement was a medium mean value by (2.48), the correlation between employee involvement and employee performance was positive correlation by (0.545). Another, the regression weight for employee involvement in the prediction of employee performance is significant at 0.001 levels. This indicated that employee involvement has a significant effect on employee performance. Another, employee involvement has a negative direct effect by (-0.618) on employee performance. On the other hand, managers of selected organizations were mentioned that there is low participation of employees in all activities.

Regarding with performance of employees, first of all, the study was found that the low performance of employees is indicated by the overall low mean of performance of employees that indicated by (1.31).

5.2. Conclusions

Most of the Maji Woreda employees in selected organizations are not satisfied with the compensation, training and development, career planning, employee involvement, and performance appraisal. Especially, from the findings of the study, it can be concluded that compensation, training and development, and career planning were highly influenced by employee performance in Maji Woreda selected organizations. Employee performance is a function of the above factors. That is, most of them are extrinsic. They are within the control of the organization's management and are an external obligation to the employees. Therefore, organizations can cover these factors to boost their employee's performance. To handle these determinants of employee performance, managers have to know their employee's current needs and priorities. Ultimately, satisfying the needs of the employees would lead to

motivated and high-performing employees, improved employees' performance efficiently and effectively.

Also, from the result of the study, it can be concluded that factors of employee performance such as compensation, training and development, and career planning have a high positive direct effect on the performance of employees in Maji Woreda selected organizations. The outcome from employee performance will produce a high level of productivity; lower the level of lack of training and compensation since employees are enjoying their work. Therefore, understanding what factors increase employees' performance in a given organization becomes a crucial matter in that it helps the manager concentrate more on those performance factors and how to improve them.

5.3. Recommendations

In this research, several issues concerning the factors that influence employees' performance in Maji Woreda in selected organizations were identified. The following are recommendations to address them separately.

5.3.1. Recommendations for Improvement

First, the study revealed that poor reward system in Maji Woreda selected organizations. Therefore, the ministry of selected organizations and the South Nation Nationalities and Peoples region selected organizations bureau should negotiate and set up an appropriate salary scale, allowance, and fringe benefit that are in tune with the current economic environment. This will not only ensure employees an adequate salary to meet the basic needs but will also in many ways provide one of the important reward systems for employees to increase their performance at organizations.

The study further revealed that training and development such as the presence of training, attention of managers on training, opportunities of training, and availability of training were what they needed for sustained performance. Thus, South Nation Nationalities and Peoples region selected organizations bureau, Woreda administration, and heads of selected organizations in Maji Woreda should incorporate these performance practices in office management to enable employees to keep their performance at a high level.

The study also found that career planning like the career path of employees, employees' career aspirations within the organization, employees' promotion, and awareness of career path were influence employee's performance. Therefore, managers of selected organizations in Maji Woreda should try to do good career planning regarding employees.

The result of the study also indicated that the effect of identified factors on the performance of employees like performance appraisal and employees' involvement affects the performance of employees. Therefore, South Nation Nationalities and Peoples Region selected organizations bureau, Woreda administration and heads of selected organizations in Maji Woreda concerning employees in selected organizations should incorporate to improve these aspects.

5.3.2. Recommendations for Future Research

This study was carried out in Maji Woreda selected public organizations, in Ethiopia country to investigate the factors influencing employees' performance. The researcher recommends that another study be done in another district, zone, or region of the country on the factors that influence employee performance in the public and private organizations to have a wider understanding of this intricate concept.

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APPENDIX I:

QUESTIONNAIRE

To be filled out by employees of Maji Woreda selected public organizations

Research Title: The Effects of Human Resource Management Practices on the Performance of Employees on some selected public sectors at Maji Woreda, South Nation Nationalities and Peoples region in Ethiopia

Dear respondents,

This questionnaire is designed to gather information for a research required in partial fulfillment of Master of Arts Degree of Public Management in Jimma University department of Management. It is intended to collect primary data for conducting a study on the topic of The Effects of Human Resource Management Practices on the Performance of Employees on some selected public sectors at Maji Woreda, South Nation Nationalities and Peoples region in Ethiopia. Thus, the information you provide is valuable for the successes of the research. Therefore, I kindly request you to be honest and objective while filling the questionnaire. I assure you that the information you give will be used only for academic purpose and will be kept confidential.

Thank you for your willingness to participate in this study. It is greatly appreciated.

Phone number: 0936231907 / 0909778997

Notice: 1. No need of writing your name.

2. In part one of questionnaire, encircle the corresponding letter to your profiles.

3. In part two of questionnaire, indicate your response by placing (√) mark in corresponding box of your choice.

I. Section A: Demographic Questions

1. Your gender A. Male B. Female
2. What is your age in years?
A. Below 18 years B. 19-29 years C. 30-45 D. 46-60 years E. Above
3. What is your level of formal education?
A. No education B. Less than 12 grade C. Certificate D. Diploma E. Degree and above
4. Your marital status? A. Single B. Married C. Divorced D. Widow

II. Section B: Performance Appraisal

Please tick the numbers that best describes you're feeling about the performance appraisal.

5- Strongly Agree 4- Agree 3- Neither agree nor disagree 2- Disagree 1- Strongly Disagree

No	Questions	5	4	3	2	1
1	Employee are aware of an implementation of the actual employee performance					
2	There is a well-designed performance appraisal system					
3	Immediate supervisors evaluate employees' performance					
4	Performance appraisal takes place					

III. Section C: Training and Development

The following are some statements on training and development. Please indicate the extent of your agreement with the statements with regard.

5- Strongly Agree 4- Agree 3- Neither agree nor disagree 2- Disagree 1- Strongly Disagree

No	Questions	5	4	3	2	1
1	There is department assigned to follow up training and development					
2	The top management give attention for training and development					
3	Selection for training is based on a proper need assessment					
4	I am satisfied with training and development					
5	I am given opportunity to improve my skills in my organization					
6	Available training matches with my job					

IV. Section D: Compensation/ Rewards

Please ticks the number that best describe you're feeling about the employee reward system.

5- Strongly Agree 4- Agree 3- Neither agree nor disagree 2- Disagree 1- Strongly Disagree

No	Questions	5	4	3	2	1
1	The focus of compensation and reward is attracting and retain employees in organization					
2	The reward and compensation schemes provided by HR are sufficient					
3	I am satisfied with current salary					

4 I am satisfied with allowance I earn from my organization

5 My office management makes compensation decision

V. Section E: Employee Involvement

The following are some statements on employee involvement. Please indicate the extent of your agreement with the statements with regard.

5- Strongly Agree 4- Agree 3- Neither agree nor disagree 2- Disagree 1- Strongly Disagree

No	Questions	5	4	3	2	1
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1 Employees are allowed to make many decisions

2 Employees are often asked by their supervisors to participate in operations related decision

3 Employees are encouraged to suggest improvements in the way tasks and jobs are done

4 Employees' contributions are regarded as important and taken in good faith

5 Supervisors keep open communication with employees in the organization

VI. Section F: Career Planning

The following are some statements on career planning. Please indicate the extent of your agreement with the statements with regard.

5- Strongly Agree 4- Agree 3- Neither agree nor disagree 2- Disagree 1- Strongly Disagree

No	Questions	5	4	3	2	1
1	Employees have a clear career path					
2	Employees' career aspirations within the organization are discussed with immediate supervisor					
3	Employees have more than one potential position for promotion					
4	Individual and organizational growth needs are matched in this organization					
5	Every employee is aware of career path in the organization					

VII Section G: Employees' Performance

The following are some statements on employees' performance. Please indicate the extent of your agreement with the statements with regard.

5- Strongly Agree 4- Agree 3- Neither agree nor disagree 2- Disagree 1- Strongly Disagree

No	Questions	5	4	3	2	1
1	My absenteeism level is low I am scheduled					
2	I am working hard					
3	I don't have a good relationship					
4	I accomplish my duties properly					
5	My productive level is high					

APPEDIX II: QUESTIONS FOR INTERVIEW

INSTRUCTIONS

Answer all questions honestly and briefly.

1. What are the effects of performance appraisal on employee performances in Maji Woreda?
2. What are the effects of training and development on employee performances in Maji Woreda?
3. How rewards influence employee performances in Maji Woreda?
4. How employee involvement affects employee performances in Maji Woreda?
5. What are the effects of career planning influence employee performances in Maji woreda?