

**JIMMA UNIVERSITY**



**SPORT ACADEMY**

**DEPARTMENT OF SPORT SCIENCE**

**THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES  
ON THE EMPLOYEES JOB SATISFACTION: IN CASE OF JIMMA  
ZONE SPORT OFFICE SELECTED WOREDAS**

**BY: MESKEREM TEKA**

**A THESIS SUBMITTED TO THE DEPARTMENT OF SPORT SCIENCES  
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**JIMMA ETHIOPIA**

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ZONE SPORT OFFICES  
IN SOME SELECTED WOREDA**

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**Thesis Proposal approval Sheet**

The research thesis entitled as ‘‘the effect of Human Resource Management practices on the employees’ job satisfaction in Jimma Zone sport office ’’ will have been approved by the department of sport science for partial fulfillment of the Degree of masters of Science in sport management.

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## **Declaration**

I hereby declare that this thesis entitled “The effect of Human Resource management practices on employee job satisfaction in Jimma zone sport office in selected Woredas has been carried out by me under the guidance and supervision of Dr. Md. Babul Akhtar&MR. MAKOYA MENGESHA (MSC)

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## Abstract

*The main purpose of the study was to examine the effect of human resource management practices on employee job satisfaction in Jimma zone sport office in selected woredas. HRM aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs. , Questionnaires close-ended items are developed and transmitted to the target group; namely 10 sport directors, administrators, 22 experts, 50 Out of the total questionnaires distributed to the target population, 82 then the analysis was made using the responses of 80 target population,. For study area purposive sampling technique were used and Census sampling technique was used to select sample size of 82 employees (expertise) and administration. In order to analyze the collected data, the researcher was used quantitative approach to analyze data collected through questionnaires. After that, the coded data was entered into statistical package for social science (SPSS) software. The inferential statistics relevant to this study include Pearson correlation moment and multiple linear regressions)The study findings revealed that HRM practices in Jimma zone sport office in selected woredas were not performing well. This is shown by the mean value lower than 2.8 which can be regarded as disagree (Scott, 2003). In addition, the findings also show that employees (expertise) were dissatisfied with aspect of the job they perform. correlation result shows that relationship between HRM practices employees job satisfaction like compensation ( $r = 0.485, p < 0.05$ ), training & development ( $r = 0.441, p < 0.05$ ), and performance appraisal ( $r = 0.564, p < 0.05$ ) this indicates low, moderate and positive correlation with HRM practices on employee job satisfaction in Jimma zone Sport Office. The findings of the study show that HRM practices such as recruitment & selection, compensation, training & development, have insignificant but performance appraisal is. 3.730, ( $P = .000, P < 0.01$ ) has significant effect on effect on employee job satisfaction. Therefore, the researcher recommended that the organization should improve actions such as applying highly scientific and rigorous selection system, using pay and bonuses as a mechanism to reward higher performance, making of compensation and incentives systems clear and specific to the employee, and taking corrective measures for under-performance.*

**Key word:-** Requirement & selection, compensation, training development, performance appraisal

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## **ABBREVIATION**

**HR**-Human Resource

**HRM**-Human Resource Management

**Job**-Satisfaction

**PA** -Performance Appraisal

**RS**-Recruitment and Selection

**TD**-Training and Development

**Std. D** - Standard Deviation

**SPSS**- Statistical Package for Social Science

# CHAPTER ONE

## 1. INTRODUCTION

This part deals with the background of the research; statement of the problem; objectives of the study; significance of the study; delimitations of the study; definition of key terms, and organization of the study.

### 1.1. Background of the study

HRM aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs. In today's competitive business environment, organizations are confronted with rising challenges to attain and optimize one of the sustainable competitive advantages named Human Resource (HR). Though it is considered to be the most important asset of an organization, very few organizations can successfully exploit its potentials (Ahmed, 2002*et.al*) Organization's success relies on various factors; however, employee or HR is regarded as the most crucial factor which directly affects the overall performance of the organization. Human Resource Development is a process of helping people to acquire commences or in other words, gain originates through training, Feedback and Counseling by the senior officers and other development efforts (Armstrong, 2010). Coping with changes in market conditions, rising expectations of employees, developments in technology, and changes in management systems have necessitated increased emphasis on human resources development (Armstrong, 2010). Continuous development competencies in people are a requirement for an organization to achieve its goals in the present day challenging environment.

Human resource management (HRM) refers to the policies and practices involved in carrying out the 'human resource(HR)' aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations. Beard well, et al., (2004) regard HRM as the philosophy, policies, procedures, and practices related to the management of people within the organization. Sports organizations should be addressing the position of any organization regardless of their field of activity. This statement is based on the universality of management.

It is revealed early in the twentieth century when Taylor, F., W., in the provision made to the Select Committee of the House of Representatives of the U.S.

Congress in 1912 said "The same principles can be applied same success in all kinds of activities decided at farms to conduct commercial operations by small and large merchants in organizing our churches, charitable institutions, the university, state organs " (Vague, P, Stegăroiu, I, 1998, p.20). Although at first, Drucker, P., not agreed with this management approach manner, by participating in the XV Congress of the International Management held in 1916 in Tokyo, he has reconsidered emphasizing the universal nature of management, every organization has its own management. From this perspective, the system of physical education and sport is a management system that is characterized by specific variables (activities, organizations, interactions and purposes).

Human resource management in sport is a new theoretical, scientific and pragmatic approach, which on the one hand, refers to the management of athletes by coaches, team of experts and sports scientists, on the other hand, the efficient and effective management of the entire sport organization by control in sport, sports managers, marketing managers and sports volunteers. Management of sports involves the study of disordered and proven knowledge of how a sports organization achieves its goals, procuring, distributing and the use of limited human, material, information and financial sources of its success. Many scholars conducted research on the relationship between HR practices and job satisfaction in different parts of the world. For instance, Noe, et al. (2007) found that HRM is composed of the policies, practices, and systems that influence employees' behavior, attitude, and performance. Other researcher (Price, 2004*et.al*) also argue that HRM practices thus involve organizational investments in individual employee's training, decision-making, participation, promotion, and the use of performance contingent rewards and open communication to build up satisfaction among employees toward their job. Sports and leisure organizations that compete for competitive advantage with their rivals have also adopted various HRM strategies to help them manage and get the best out of their workers (Abrams, 2011*et.al*). Since sports organizations operate like profit-making companies, their managers must implement proper HRM strategies to ensure that they compete effectively for the resources and success. Succinctly, sports organizations such as football clubs have been using HRM concepts and theories to manage their players and other members of the staff. This paper seeks to examine how football clubs have been using HRM concepts and theories to manage players and workers successfully.

HRM in Sports According to (Rosca, 2015) just like any other business organization, football clubs or teams are faced with the fierce competition from rivals. The clubs usually compete in the market and the aspects of personnel. In the context of sports, the human resources that teams usually compete for are players. Every team or club would love to have the best players to ensure that they position themselves to compete and win competitions (Minten, 2010). For instance, football clubs with vast resources are more likely to sign the best players due to the market competition. Also, it is important to underline the fact that the sports sectors usually sign players or human resources on a contract basis to ensure that their services are evaluated at intervals. There are a lot of definitions of job satisfaction given by different previous researchers. It was found in the paper of (Bidisha Lahkar 2013*et.al*.) That job satisfaction is any combination of psychological, physiological and environmental circumstances, which cause a person truthfully, satisfied with his/her job. And also (Sureshkrishna (2012) said that job satisfaction can be viewed as an emotional state; positive in connotation which is because of the goodness emanating from the job the individual is doing with. Similarly, (Feldman & Arnold 2013) have stated job satisfaction as, the amount of overall positive affect (or feelings) that individuals have towards their jobs. Job satisfaction is a combination of positive and negative feelings that workers have towards their work.

Spector (1997) is also forwarded job satisfaction in terms of how people feel about their jobs and different aspects of their jobs.(Judge 2003) noted that job satisfaction means multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (or emotional), and behavioral components. Therefore, Job satisfaction is a general attitude of employees either favorable or unfavorable towards their job.

In Ethiopia, there are large numbers of employees working on public organizations and most of them are unsure about their satisfaction towards the HRM practices and with the job. Also it is difficult to get published researches that addressed the effect of human resource management practices on employees 'job satisfaction in public organizations. In public or state owned organization, the numbers of employees are not quite stable and some employees look on other competent organizations, specifically private companies with in an expectation of better HRM practices, nice work environment and high satisfaction from the job.

Every individual employee wants satisfaction at job but organization is wasting its resources by focusing on wrong HR practices for employee job satisfaction (Muhammad Javed, 2012). Therefore, based on the above background, this study was examined the effect of Human Resource Management practices on the employees' job satisfaction in Jimma Zone sport offices in some selected woredas.

## **1.2 Statement of problem**

Manpower is a primary resource than any other resource. It is an important factor for the success or failure of any organization and the whole economic conditions of the country, but only availability of manpower doesn't make an organization successful (John, 2005). Organizations need a qualified human resource to achieve their goal. In most cases, there may be gap between employees' knowledge, skills and attitude and what the job demand (John, 2005). The gap must be filled through human resource development Programs (John, 2005).

Competent employees are necessary for organization's productivity, efficiency and effectiveness, therefore there is need to find out the relationship between human resource practicing and crucial element for an organization (employee) job satisfaction. The study of organizational human resource practicing and job satisfaction has been accounted many years by different researchers. Most of these studies have been conducted to know the relationship between organizational climate, Leadership style and different organizational variables such as Job satisfaction, Job commitment, Employee motivation, organizational performance, employee's turn over and Intention to leave (Ahmed, 2013).

The challenge of employees' job satisfaction continues to be an issue in today's most public-sector organization in Jimma zone. Recently, most of government employees are complaining about unfair salary, unsatisfied benefits, lack of recognition and appreciation, lack of training opportunities, poor performance appraisal system, poor recruitment and selection procedures, poor rewarding system and career advancement in their organizations. The results of these complaints is low commitment, high turnover rate, absenteeism, low morale, poor performance, in discipline acts and poor employer-employee relationship in organizations.

According to Armstrong (2017), HRM practices enhance employee performance and facilitate their engagement, motivation and skill enhancement to achieve their work successfully.

High performance working practices of employees is positively related to rigorous recruitment and selection procedures, extensive and relevant training and management development activities, incentive pay systems and performance management processes or performance appraisal method.

According to Ting (1997) HRM policies and practices are closely associated with job satisfaction. Then, the satisfied employees can achieve organizational performance. Employee job satisfaction involves employee's emotions and their feelings at work place.

These feelings, emotions and behavior of employees have a direct impact on the job and it is related to employee performance and organizational Performance. In the competitive environment knowing the relationship between HRM practices and employee job satisfaction is the crucial issue for any organization. So, HR managers and line managers are responsible to give emphasis to employee job satisfaction. Without employee job satisfaction, enhancement of employee performance and organizational performance is unattainable. In some organizations line managers are not actively participate to implement HRM policies and practices. The study revealed that most of the employees are dissatisfied with the compensation package followed by reward and motivation, career growth, training and development, management style, and job design and responsibilities. (Goyal, 2012, *et. al*) Found that appropriate HR practices of an organization can improve the job satisfaction level of the employees and strengthen their commitment towards their organization.

(Martin, 2011), conducted a study to find out the influence of HRM practices on job satisfaction, organizational commitment and intention to quit. HRM practices included recruitment and hiring, compensation and benefits, training and development, and supervision and evaluation. The result of the study found a significant relationship between perceptions of HR practices and intention to quit, mediated by organizational commitment and job satisfaction. (Aswathappa, 2008) Argued that an organization should have sophisticated HR plans to motivate its employees. Sound HR planning can enhance job satisfaction of employees by providing opportunities for employees to participate in planning their careers (Weeratunga, 2003). From the above literature review, it has been found that there exists significant relation of employee satisfaction and productivity with HRM practices thereby organization especially service-oriented ones such as banking organizations should focus on proper HR practices to satisfy and

motivate their employees and gain competitive advantages over their rivals. From theories and empirical evidences as well as in Jimma zone sport offices and there is no similar research conducted in selected study area. Thus, the researcher was motivated to conduct this study. Therefore, based on the above background, this study was examined the effect of Human Resource Management practices on the employees' job satisfaction in Jimma Zone sport offices in some selected woredas.

### **1.3. Research Questions**

This study was addressed the following basic research questions.

1. What looks like human resources management practice of Jimma zone sport offices in some selected woredas?
2. What is the level of employees' job satisfaction in Jimma zone sport offices in some selected woredas?
3. Is there human resources management practices affect employee's job satisfaction in Jimma zone sport offices some selected?

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

#### **1.4.1. General objective**

To examine the effect of human resource management practices on employees' job satisfaction in the case of Jimma Zone Sport offices in some selected woredas.

#### **1.4. 2. Specific objectives**

This study will be specifically extended as follow:

- To assess human resources management practice of Jimma zone sport offices in selected woredas?
- To investigate the level of employees' job satisfaction in Jimma zone sport offices in selected woredas?
- To determine the effect HRM practices on employee's job satisfaction in Jimma zone sport offices in selected woredas

### **1.5. Significances of the study**

The main focuses of this study was to examine the effect of HRM practices on employee job satisfaction in case of Jimma zone sport office in selected woredas.



Thus, the outcomes of the study were it may be improve the employees job satisfaction and will may be improves way of administration in sport organization at the end thus at it complication, the study will play significance role to provide some value for to administration to effect as possible and deliver the work skill for sport organization administration and employees, it may be also have improves for administration bodies to provide quality of HRM practices. Finally it may be also use as a spring board for other researchers who are interested to investigate in Jimma zone sport offices

### **1.6. Delimitation of the Study**

The main purpose of this study was to assess the effect of HRM practices on employee job satisfaction in Jimma zone Sport office in selected Woredas. The study was delimited by geographically the study was delimited with ten (10) Woredas in terms of concept, the study was delimited to the effect of HRM practices on employee job satisfaction in Jimma zone sport offices in selected woredas. By using resource based view the study was delimited to four HRM practices such as recruitment & selection, compensation, training & development, and performance appraisal.

Jimma is bordered on the south by the Southern Nations, Nationalities and Peoples Region, the northwest by Illubabor, on the north by Misraq Welega, and on the northeast by Mirab Shewa; part of the boundary with Misraq Shewa is defined by the River.

Even if the Zone encompasses a lot of other public sectors they are not included in this study because of time in case of Covid-19 and financial constraint.

### **1.8. Organization of the Study**

The study was organized into five chapters. Chapter one introduces the study by giving the background information on the research problem, main and specific objectives. The chapter further outlines the research questions, significance, scope, as well as the organization of the study. Chapter two, deals with the review of relevant literature on the research problems and concepts with specific reference to how it applies to Jimma zone sport offices. Chapter three discusses the research design and methodology adopted for the study and relevant justifications.

It outlines the methodology for carrying out the secondary and primary data collections and how results was analyzed. Chapter four results and discussion to the study .The final chapter addresses summary, conclusion and recommendation.

## **1.9 Definitions of Key Terms**

**Job satisfaction:** is the level to which an employee is satisfied with his current work (Gharakhani, 2012).

**Employees' Job Satisfaction:** A combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he/she has dismissed. Job satisfaction is strongly associated with individual's behavior in the work place. (Aziri, 2011).

**Employees Performance:** was defined in terms of behaviors that accomplish results. Behaviors (mental and physical effort applied to tasks) emanate from the performer and transform performance from abstraction to action (outcomes in their own right / the product) (Armstrong, 2014).

**Human resource development:** - is a process of helping people to acquire commences or in other words, gain originates through training, Feedback and Counseling by the senior officers and other development efforts (Armstrong, 2010).

**Human Resource Management:** is concerned with how organizations manage their workforce (Grimshaw and Rubery, 2007).

**HRM practices** can be defined as “all practices, specific policies, tools, or techniques that contribute to managing human resources in an organization” (Petersitzke, 2009, p.1). Examples of HRM practices include recruitment and selection, training and development, compensation practices, performance management, employment security, employee feedback, and workforce structure (e.g. Demo et al, 2012; Yeganeh and Su, 2008; Thang and Quang, 2005; Ahmed and Schroeder, 2003).

**Organization:** Refers to a social arrangement which pursues collective goals, controls its own performances and has boundary separating it from its environment (Harrison, 2005).

**Recruitment** is the process of identifying, screening, short listing and hiring of the potential human resources for the purpose of filling up the positions within the organizations.(Recruitment and Selection, 2016).

**Selection** is the process of picking or choosing the right candidate, who is most suitable for the job. (Recruitment and Selection, 2016)

**Compensation** it deals with the design, implementation and maintenance of compensation system that are geared the improvement of organizational, team and individual performance, (Armstrong, M 2005).

Training and development refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks. (Luthans, 1995)

**Performance appraisal** (PA) or performance evaluation is a systematic and periodic process that assesses an individual employee's job performance and productivity (Kulik, 2004)

## CHAPTER TWO

### 2. REVIEW OF RELATED LITERATURE

Literature review of this section highlights ten parts: Theoretical part, Empirical research study part and Conceptual Framework part.

#### 2.1. Theoretical Literature Review

##### 2.1.1. Conceptual Definitions of Human Resource Management (HRM) in sport

Concepts on HRM mean management of people at work place. HRM can be defined in different ways. However, it has the same purpose which is the process of binding people with organization and helps both of them to achieve each other goals. Various policies, processes and practices are designed to help both employees and organizations to achieve each goal. According to Shahnawaz and Juyal (2006) Human Resources Management (HRM) can be defined as all decisions and practice that influence employee within organizations. Other scholars Daud (2006) defined HRM as a system, policy, and practices that can affect folks that work in an organization. HRM is “the policies, practices and systems that influence employees' behavior” (De Cieri, et al., 2008, p.5).

Bratton and Gold (2009) define HRM as the strategic approach to managing employment relations which emphasis that leveraging peoples' capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programs and practices. But also, HRM is “a strategic and coherent approach to the management of an organization's most valuable asset; the people working there who individually and collectively contribute to the achievement of its objective” (Armstrong, 2011 p. 3). Mondy and Noe (2005) identify the functions of HRM as staffing, human resource development, compensation and benefits, safety and health and employee and labor relations.

The overall purpose of human resource management is to ensure that the organization is able to achieve success through people and to increase organizational effectiveness. Therefore acquiring competent employees, developing their skills, providing motivation, having well established performance appraisal system etc. are important activities to attain higher goal and maintained high commitment. Ulrich and Lake (1990) explained that HRM systems can be the source of organizational capabilities, it allows to learn new opportunities and add values.

But HRM has an ethical dimension and social responsibility which respects the rights and needs of people in organizations. In addition to this Dyer and Holder (1998) analyzed management's HR goals are to identify employee behavior, composition of workforce, competence and level of commitment. The general objectives of HRM are to keep individual wellbeing, organizational wellbeing and societal wellbeing. How to achieve these objectives is the big issue. To achieve these objectives using best HRM practices are the crucial issue for today's situations.

### **2.1.2. What is Human resource management (HRM)?**

Human resource management (henceforth HRM) is the effective management of people at work. (Claydon 2004, *et.al*) regard HRM as the philosophy, policies, procedures, and practices related to the management of people within the organization. Senyucels (2012) sees HRM as a combination of people centered management practices that recognize employees as assets geared to creating and maintaining skillful and committed workforce for achieving organizational goals. Mondy and Noe (2005) believe that HRM is the utilization of individuals to achieve organizational objectives. Denishi and Griffin (2009) suggest that HRM is the comprehensive set of managerial activities and tasks concerned with developing and maintaining a qualified workforce.

Human resource is a way that contributes to organizational effectiveness. In most of today's organizations, the role of HRM has become quite important (Blake, 1995). According to Gerhart (2007 as cited by Oyeniyi, *etal*, 2014) HRM is a combination of multiple factors and these factors are practices, policies, and system which influence the behavior, attitude, and performance of the employee towards an organization in a positive way.

(Armstrong 2006, *et al.*) defines Human Resource Management (HRM) as a strategic and coherent approach to the management of organizations most valued assets - the people working there who individually and collectively contributes to the achievement of the objectives. (Mostafizur, 2013)

### **2.1.3. Human Resources in Sport**

While the infrastructure of a sport facility is certainly important, without people working in and using the facility the infrastructure is useless. Hence it is safe to say that the most important resource for a sport facility is the human resource.

Human resource management is the function within an organization that is responsible for the recruitment, training, and retention of personnel, but goes much more in depth in an effort to strategically move the organization forward toward a vision (Eric and Schwarz, 2010). However, prior to analyzing these human resource practices, it is important to recognize who the major human resources are in a sport facility (Eric and Schwarz, 2010).

## **2.1.4. Models of HRM**

### **2.1.4.1. The matching model of HRM**

According to Armstrong (2006), one of the first explicit statements of the HRM concept was made by the Michigan School (Fombrun *et al*, 1984). They held that HR systems and the organization structure should be managed in a way that is congruent with organizational strategy (hence the name ‘matching model’). They further explained that there is a human resource cycle, which consists of four generic processes or functions that are performed in all organizations. These are:

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

### **2.1.4.2. The soft drink model of HRM**

The ‘Harvard model’ of strategic HRM is another analytical framework, which is premised on the view that if general managers develop a viewpoint of ‘how they wish to see employees involved in and developed by the enterprise’ then some of the criticisms of historical personnel management can be overcome. The model was first articulated by Beer *et al*. (1984). Compared to the matching model, this model is termed ‘soft’ HRM (Storey, 1992; Legge, 1995; Truss *et al*., 1997).

It stresses the ‘human’ aspect of HRM and is more concerned with the employer– employee relationship. The model highlights the interests of different stakeholders in the organization (such as shareholders, management, employee groups, government, community and unions) and how their interests are related to the objectives of management. This aspect of the model provides some awareness of the European context and other business systems that emphasize ‘co-determination’. It also recognizes the influence of situational factors (such as the labor market) on HRM policy choices. The actual content of HRM, according to this model, is described in relation to four policy areas, namely, human resource flows, reward systems, employee influence, and works systems.

Each of the four policy areas is characterized by a series of tasks to which managers must attend. The outcomes that these four HR policies need to achieve are commitment, competence, congruence, and cost effectiveness. The aim of these outcomes is therefore to develop and sustain mutual trust and improve individual / group performance at the minimum cost so as to achieve individual well-being, organisational effectiveness and societal well-being. The model allows for analysis of these outcomes at both the organisational and societal level. As this model acknowledges the role of societal outcomes, it can provide a useful basis for comparative analysis of HRM. However, this model has been criticized for not explaining the complex relationship between strategic management and HRM (Guest, 1991).

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

### **2.1.5. Human capital management**

The human capital of an organization consists of the people who work there and on whom the success of the business depends. Human capital has been defined by Bontiset *al* (1999) as follows: Human capital represents the human factor in the organization; the combined intelligence, skills and expertise that give the organization its distinctive character.

The human elements of the organization are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long-

term survival of the organization. Human capital can be regarded as the prime asset of an organization and businesses need to invest in that asset to ensure their survival and growth. HRM aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs.

This means taking steps to assess and satisfy future people needs and to enhance and develop the inherent capacities of people – their contributions, potential and employability – by providing learning and continuous development opportunities. It involves the operation of ‘rigorous recruitment and selection procedures, performance-contingent incentive compensation systems, and management development and training activities linked to the needs of the business’ (Becker *et al*, 1997). It also means engaging in talent management – the process of acquiring and nurturing talent, wherever it is and wherever it is needed, by using a number of interdependent HRM policies and practices in the fields of resourcing, learning and development, performance management and succession planning. The process of human capital management (HCM) as described in the next chapter is closely associated with human resource management. However, the focus of HCM is more on the use of metrics (measurements of HR and people performance) as a means of providing guidance on people management strategy and practice.

### **2.1.6. Knowledge management**

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

### **2.1.7. Reward management**

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

### **2.1.8. Characteristics of HRM**

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

- ❖ Diverse;



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

### **2.1.9. The strategic nature of HRM**

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

Legge (1989) considers that one of the common themes of the typical definitions of HRM is that human resource policies should be integrated with strategic business planning. Sisson (1990) suggests that a feature increasingly associated with HRM is a stress on the integration of HR policies both with one another and with business planning more generally. Storey (1989) suggests that: 'The concept locates HRM policy formulation firmly at the strategic level and insists that a characteristic of HRM is its internally coherent approach.'

### **2.1.10. The commitment-oriented nature of HRM in sport**

The importance of commitment and mutuality was emphasized by Walton (1985a) as follows: The new HRM model is composed of policies that promote mutuality – mutual goals, mutual influence, mutual respect, mutual rewards, and mutual responsibility. The theory is that policies of mutuality will elicit commitment, which in turn will yield both better economic performance and greater human development. Guest (1987) wrote that one of the HRM policy goals was the achievement of high commitment 'behavioral commitment to pursue agreed goals and attitudinal commitment reflected in a strong identification with the enterprise'.

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

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

#### **2.1.11. HRM as a Management-driven activity**

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

Purcell (1993) thinks that ‘the adoption of HRM is both a product of and a cause of a significant concentration of power in the hands of management’, while the widespread use ‘of the language of HRM, if not its practice, is a combination of its intuitive appeal to managers and, more importantly, a response to the turbulence of product and financial markets’. He asserts that HRM is about the rediscovery of management prerogative. He considers that HRM policies and practices, when applied within a firm as a break from the past, are often associated with words such as commitment, competence, empowerment, flexibility, culture, performance, assessment, reward, teamwork, involvement, cooperation, harmonization, quality and learning. But ‘the danger of descriptions of HRM as modern best-management practice is that they stereotype the past and idealize the future’. Sisson (1990) suggested that: ‘the locus of responsibility for personnel management no longer resides with (or is “relegated to”) specialist managers.’ More recently, Purcell *et al* (2003) underlined the importance of line management commitment and capability as the means by which HR policies are brought to life.

## **2.1.12. Functions of HRM**

### **2.1.12. 1. Recruitment and selection**

Recruitment is the process of locating potential individuals who might join an organization and encouraging them to apply for existing or anticipated job openings. Recruitment is the development of a pool of job candidates in accordance with a human resource plan. Further it can be explained as the process of locating, identifying and attracting capable applicants. During this process, efforts are made to inform the applicants fully about the qualifications required to perform the job and the career opportunities the organization can offer its employees. Selection is the process of choosing individuals who have relevant qualifications to fill existing or projected job openings. It is the process of assessing candidates and appointing a post holder to ensure that the most appropriate candidates are hired. Successful employee hiring decisions are the foundation of any organization's success. Most managers and senior executives would agree that the task of hiring can be one of the responsibilities with the most impact in their organization (as cited by Priya, 2013).

### **2.1.12. 2. Recruitment & selection and job satisfaction**

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

### **2.1.12. 3. Compensation and job satisfaction**

Employee Compensation and its Relationship with Employee's Satisfaction: Employee satisfaction is the consequence of different factors like Compensation, promotion, relationship with co-workers and promotion opportunities. Among all these factors, compensation is one of the most influencing factors effecting employee satisfaction. Moreover, it is regarded as monetary or non-monetary benefits that are directly tied to the performance of the employees. This argument is supported by Handel who portrays that compensations and remunerations in the form of commissions, cash recognition and stock option that makes the employee satisfied. Similarly, highly remunerated employees are more satisfied than others with less remuneration and contractual employees.

Moreover, compensation plays vigorous role to attract and retain employees and its relationship with employee satisfaction is found to be significant (Niaz, 2014). Thus, the literature exposed above lead us to formulate the following hypothesis:

#### **2.1.12.4. Training & development and job satisfaction**

Training and development positively influences job satisfaction: Training and development is considered to be the most common HR practice (Tzafir, 2006). 'Training and development' refers to any effort to improve current of future employees' skills, abilities, and knowledge (Aswathappa, 2008). 'Training and development' has a significant positive impact on employees' job satisfaction (Garcia, 2005). Thang and Buyens (2008) stated that training and development lead to superior knowledge, skills, abilities, attitudes, and behavior of employees that ultimately enhance excellent financial and non-financial performance of the organizations. Jehanzeb and Rasheed (2013) concluded with clear evidence that training is positively and significantly associated with job satisfaction. This is because training and development can lead to superior knowledge, skills, abilities and attitudes of employees that enhance the financial and non-financial performance of organization and also it can improve workforce utilization and it will potentially increase employee job satisfaction (Osibanjo & Abiodun, 2011). Priya, (2013) found out that training and development will positively be influenced job satisfaction.

#### **2.1.12. 5. Performance Appraisal and job satisfaction**

Performance appraisal positively influences job satisfaction: Performance appraisal is a systematic process to evaluate the performance of an employee after a certain period. Performance appraisal also influences other HR practices such as recruitment and selection, training and development, compensation, and employee relations. As performance appraisal leads to pay raise, promotion, and training, it is assumed that better performance appraisal can have an impact on employee job satisfaction.(Niaz,2014) Appraisal System is a technique by which performance of an employee is assessed. Moreover, performance appraisals are a part of profession growth that consists on the feedback of employee performance in the organization. In HRM literature, the impact of appraisal system on employee satisfaction has been broadly studied. Study of Cowling and Newman found that appraisal system improves the employee satisfaction by offering personal recognition.

Furthermore, researchers concluded that traditional performance appraisals create dissatisfaction among employees, therefore, there is a need to adopt such appraisal systems that emphasis on the development needs of the employees.

### **2.1.13. Human Resource Management Practices**

Human Resource Management popular known as HR practices and job satisfaction are studied widely in different parts of the world. Especially in the context of developed countries many scholars, researchers and practitioners have conducted research. And the results showed that there is positive association between HR practices and job satisfaction (Ting, 1997). Gould-William (2003) also showed that use of specific HR practices in local government organizations in the United Kingdom (UK) was associated with a greater degree of job satisfaction, workplace trust, commitment, effort, and perceived organizational performance. Several studies have been conducted in the title of the impact of Human Resource Management practices on employee job satisfaction in developed and developing countries (Javed et al, 2012; Syed and Yah, 2012; Igbal, et al., 2013;and Price, 2004).

Minbaava (2005) view HRM practices as a set of practices used by organization to manage human resource through facilitating the development of competencies that are firm specific produce complex social relation and generate organization knowledge to sustain competitive advantage. Tiwari and Saxena (2012) state that HRM practices refer to those organizational activities which are directed at managing the pool of human resources and ensuring that the resources are employed stewards the fulfillment of organizational goals. Furthermore, Yeganeh and Su (2008) proposed that most common human resource management practices are recruitment, selection, training and development, compensations, reward and recognition. The researcher in this study focused on training and development, compensation and performance appraisal practices as they seem to be the most influential factors of job satisfaction.

#### **(a) Training and Development (TD)**

Armstrong (2009, p. 560) defines training and development as the continuous process that not only enhances existing capabilities, but also leads to the development of skills, knowledge and attitude that prepare people for enlarged or higher-level responsibility in the future.

Also “training is the formal and systematic modification of behavior through learning which occur as a result of education, instruction, development and planned experience” (Armstrong, 2010, p. 543).

#### **(b) Performance Appraisal (PA)**

According to Armstrong (2009, p. 500), performance appraisal defined as formal Assessment and rating of individual by their manager at, usually, an annual review meeting. Also, according to Grote (2002) performance appraisal is “the systematic way of evaluating the standard of workers performance”. Gruman and Saks (2011) define the performance appraisal as “a process through which employees are evaluated in accordance to their job performance that smooth the progress of career development”

#### **(c) Compensation**

Compensation defined by Caruth and Handlogten (2001), as the bucket of financial rewards- salaries, commission, wages, bonuses, insurance and other sorts of circumlocutory monetary benefits- provided to employees.

Also, Dessler (2007, p. 390) said that “Compensation refers to all types of pay or rewards going to employees’ and arising from their employment”.

#### **2.1.14. Employees Job Satisfaction**

Employee job satisfaction can be defined as how satisfied an employee is with his or her job. Employee behavior at the workplace depends upon the level of contentedness towards their particular jobs. Job satisfaction is the prevailing attitude of an employee regarding an individual’s job. Job satisfaction has a main role to play in the work life of employees. It has great influence over various factors such as performance, work efficiency, work motivation and mental health. It is that pleasant emotional condition which can be obtained in the form of results from work assessment and experience. It can be identified at workplaces through observing work attitudes which help in the evaluation of events, people and events. This process plays a critical role in developing a human personality. The nature of an employee’s job affects his or her total quality of life. Job satisfaction can also be explained in a way that it is a personal evaluation of an individual about all those factors that are most common and preferable in the job.

Therefore, the assessment is conclusively done on the basis of factors which they consider important to them (Khanna and Sehgal 2016).

The most useful definition of job satisfaction is that provided by Locke (1976) which defines job satisfaction as “the pleasurable emotional state resulting from perception of one’s’ job as fulfilling or allowing fulfillment of one’s important values provided these values are compatible with one’s needs”. Similarly, in Armstrong (2009, p.264) job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes toward the job indicate job satisfaction, negative and unfavorable attitudes toward their job indicate job dissatisfaction. Parker (2008) defines job satisfaction as positive emotional state result from an employee. Gigoroundis and Siskos (2010, p. 72) assert that job satisfaction is “a pleasurable or positive resulting from the appraisal ones’ job and job experience.

### **Fredrick Herzberg’s two Factors’ Theories**

Fredrick Herzberg’s two factors theory (1966) explains that employees are affected by two factors that is hygiene factors which ensure that employees do not become dissatisfied these are working conditions, quality of supervisor, status, job security, salary, company policies and administration and interpersonal relationships while motivational factors which because employees become satisfied are achievement, recognition, advancement to higher level task, responsibility, job itself, growth and development. Qasim (2012) has also used Herzberg two factors theory to explain the link between the concepts of human resource management and job satisfaction within an organization.

### **Adams’s Equity Theory (1965)**

Equity theory is concerned with the perception of people about how they are being treated as compared to others (Armstrong, 2001, p.163). Equity theory proposed that employees will be better motivated if they are treated inequitably and will be demotivated if they are treated inequitably . Adam state that there two types of equity that is distributive equity which deals with feelings that people feel they are rewarded in accordance with their contribution and in comparison, with others. The other is procedural equity or procedural justice that is concerned with the perceptions employees have about the fairness of procedures in such area as performance appraisal, promotion and discipline are being operated.

This theory predicts that if the HRM practices are perceived to be fair and equitably provided they will lead to job satisfaction. Conversely, if HRM practices are perceived to be unfairly and inequitably provided they will lead to job dissatisfaction. The above stated theories are relevant to this study since they predict a relationship between human resource management practices and employees job satisfaction in organizations.

## **2.2. Empirical Literature review**

For the purpose of this study adequate numbers of empirical studies were reviewed to provide the existence of relationship between study variables. The reviewed empirical literatures were conducted in the period between 2007 and 2017. The researcher identified empirical studies from online sources using internet. The objectives and findings of each empirical study presented in the form of summary as follows.

Several researches have been made by different researchers to assess and examine the practices of employees training and development using their own hypotheses. Each of the researches has their own distinctions and conducted with different context and in different country. Rama Devi V, Nagurvali Shaik (2012) conducted a study on Evaluating training & development effectiveness - a measurement model in India. There is a causal relation between training and employee satisfaction. Training helps organizations in achieving their strategic objectives and gives organizations a competitive edge. In this context, organizations train and develop their employees to the fullest advantage to enhance their effectiveness. Chris Obisil (2011), also conducted a study on Employee Training and Development in Nigerian Organizations. In his study training and development are the topic employees needed to enhance their performance and potentials that will in turn enhance organization effectiveness. Other studies shows that the impact of HRD itself maybe contingent on other factors, such as the age, skill and educational composition of the workforce, or on employees' individual dispositions and orientations to work, or on existing institutional arrangements (Hooi Lai Wan, 2007).

According to Gerhart, (2007) HRM is a combination of multiple factors and these factors are policies, practices and system which influence the behavior, attitude, and performance of the employee towards an organization in a positive way. Mahmood, (2007) stated that HRM Practices are associated with managing human resources, staffing activities for the organization and keeping high employee performance.



Yeganeh and Su, (2008) listed the most common HRM Practices such as recruitment and selection, training and development, compensation, rewards and recognition and performance appraisal. Delaney and Huselid (1996) agreed that having best HRM practices are intended to develop the overall performance of employees and ultimately resulting in increased organizational performance through motivation and job satisfaction of employees.

Javed et al, (2012) examined the effect of HRM practices on employee job satisfaction in the case of Pakistan public sectors. They found that recognition, training and development are a key source of employee job satisfaction while reward did not have any significant impact upon it. Masoodul et al, (2013) also investigated the impact of selected HRM practices (namely compensation, empowerment and appraisal system) on employee satisfaction and employee loyalty among government owned public sector banks of Pakistan. The results indicated that employee compensation is most important factor for creating satisfaction among employees, while employee empowerment found to be significant factor for developing employee loyalty.

Petrescu & Simmons (2008) studied that entitled "Human resource management practices and employees job satisfaction". It aimed to investigate the relationship between human resource management (HRM) practices and workers' overall job satisfaction and their satisfaction with pay. The study used British data from two different cross-sectional datasets. It estimated probity models with overall job satisfaction and satisfaction with pay as subjective dependent variables. The study found that several HRM practices raise workers' overall job satisfaction and their satisfaction with pay. These effects are only significant for non-union members. Majumder (2012) studied entitle; "Human Resource Management Practices and Employees' Satisfaction towards Private Banking Sector in Bangladesh". 100 bank employees were selected from chosen banks and out of these 88 employees' responses properly. The questionnaire consists of different questions on nine HRM practices namely recruitment and selection, compensation package, job security, career growth, training and development, management style, job design and responsibilities, reward and motivation and working environment. The results revealed that all HRM practices exercised in the private banking sector of Bangladesh did not satisfy employees equally.

Most of employees were dissatisfied with compensation package followed by reward and motivation, career growth, training and development, management style, and job design and responsibilities. And he recommended that the quality of HRM practices should be improved for the betterment of the bank's success. According to Noe (2008) strategy refers to a company's decision regarding where to find employees, how to select them and the mix of employee skills and statuses (temporary, full time etc.). Researchers and scholars argue that excellent management of people is crucial to maintain a foothold in the market. People should be placed in positions that fit them best, this is based on believe that failure to properly allocate employees would result in forfeiture of the company's competitive position. Successful firms have ability and willingness to dismiss employees who engage in counterproductive behavior. This ensures that productive employees are not made miserable by supervisors or coworkers who engage in unproductive, disruptive or dangerous behavior. Thus as explained job satisfaction and retention are significantly related to employee recruitment and selection practices of the given organization.

Another study was conducted by Priya (2013) to examine the relationship between human resource practices and work outcomes. Founded upon a theory Y approach of employees as active, self-controlled human beings who like work, seek responsibility, and serve objectives to which they are committed, soft HRM focuses on empowering, developing, trusting, and managing employees as humans with specific needs, and predicts that performance is created through positive attitudes. More specifically, HRM is hypothesized to fulfill employees' needs which enhances favorable attitudes, and subsequently improves performance outcomes. This is consistent with social exchange theory (SET) which argues that HRM practices contribute to positive exchange relationships between employees and employer-especially when the needs of individual workers are considered-to which employees reciprocate with favorable attitudes and behavior.

Ahmed (2015) carried out the study which was focused on the effect of HRM practices namely recruitment & selection, training & development, salary & benefits, job security, reward and supervisory role on job satisfaction of few commercial bank employees of Bangladesh. The findings revealed that recruitment & selection, training & development, salary & benefits, and reward have positive effect on employees' job satisfaction whereas supervisory role and job

security has adverse effect. It was recommended to the authorities of said banks that they should emphasize more on these two HRM practices to ensure sustainable growth and development of their organization.

Deepesh and Jaya (2016) conducted the study with the aim of examining the impact of HR practices on employee's job satisfaction. There are certain activities which are imperative for job satisfaction of employees policies like working environment, co-operation between departments, team work, retention, promotion policies, grievance handling etc. These all together gives the job satisfaction to the employees. If the employees are happy the productivity rate will definitely be high in other terms productivity will touch the sky and if the job satisfaction is not there then the organization will definitely suffer. It is both management and employee's responsibilities, and in their interest, to ensure that employees work in a positive atmosphere because relationship with the management can either maximize or minimize productivity and cause or prevent stress and fatigue.

To wrap up, the value of knowing what" or even „how" practices are implemented in the perception of the line supervisors (actual HR practices) is questionable, as this does not affect employee perceptions, and employee perceptions are the only thing being relevant to continue the link between HRM and employee performance. Next, the link will be made to the central role of line supervisors and the investigated factors that facilitate them to implement HRM effectively.

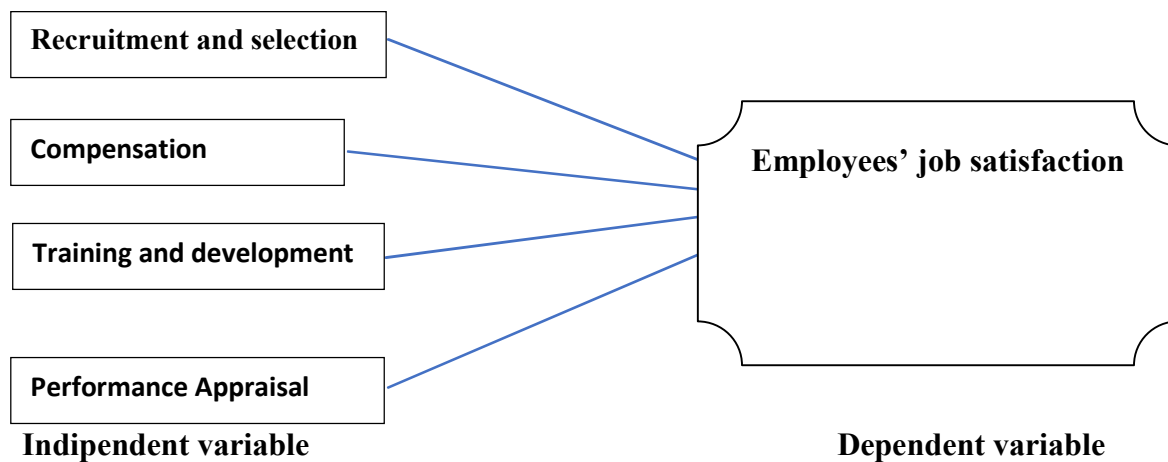
### **2.3. Conceptual and Theoretical Framework**

This study will be involved two important variables- organizational variables and job satisfaction. Thus, to empirically examine the relative contribution of organizational variables in predicting employee job satisfaction, the study has made use of the following indicators and variables: Gerber's (2003) model depicts several influences on organization variables. These include both internal and external influences, which can be divided into ten categories, namely external, organizational and personal influences. The way in which individuals observe these influences (perceptions) and form feelings about them (feelings and attitudes) are different from group to group. However, this model is limited to internal factors involving organizational and personal variables. In this conceptual model the organizational dimensions and job satisfaction are either positively or negatively perceived by organizational variables.

It is theorized that these variables potentially affect the organization's perceived variables categories and employees' job satisfaction. The frame work also depicts those different organizational variable categories that can influence employees' job satisfaction. In this conceptual model organizational variables categories are independent variables whereas job satisfaction is dependent construct.

**Indipendent variable:-**organizational variables and

**Dependent variable :-** Employees' job satisfaction



*Conceptual Framework of the study which developed by the researcher*

## 2.6. Research Gap

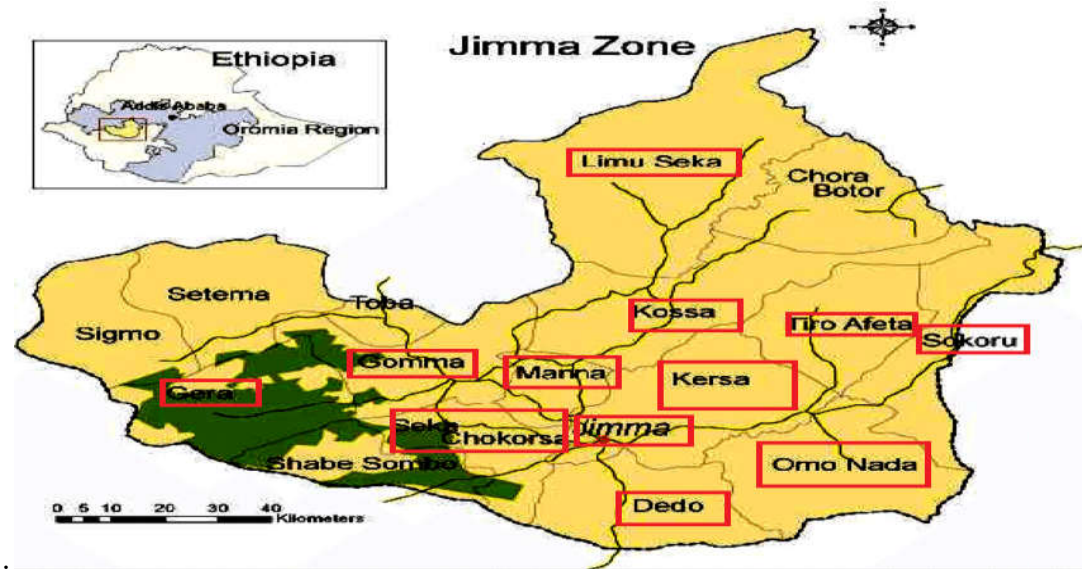
The literature review show that there was significant relationship between training and development and job satisfaction (Khan, et al., 2015), there was significant relationship between compensation and job satisfaction (Salisu, et al., 2015) and there was significant relationship between performance appraisal and job satisfaction(Kampkotter,2016). The literature review depicts that there is a gap, in sense that, the effect of HRM practices on 'job satisfaction have not yet been empirically investigated in Ethiopian context. Thus, the findings of this study was attempted to fill this gap by examining the effect of HRM practices on 'job satisfaction in Jimma zone sport offices some selected woredas.

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

#### 3.1. Study area

This study was conducted in Oromia Region in Jimma zones sport offices in selected woredas. Such woredas were Agaro city administration Dedo, woreda, Tiro afeta woreda, Limmu Kosa woreda, Limmu Saqqa Manna, Nonno Benja, Omo Nadda, and Kersa woredas.



Map of study area (Google map)

#### 3.2 Study Design

Cross-sectional study design was involved to examine the effect of HRM practices on employees job satisfaction in Jimma zone sport office in selected woredas .Then, data were collected from respondents at once.

#### 3.3. Study Population

The total populations of the study participants were 22 administrative10 sport director 50 experts from ten woredas.

#### 3.4. Sampling Technique and Sample Size

The researcher was selected study area by using purposive sampling techniques.

Jimma zone has 21 woredas and the researcher was selects ten of them for this study and From10 woredas the researcher was select all sport directors, experts and administrative us researcher respondents; since their number is manageable. Thus the researcher was used Censuses sampling method.

**Table1: Study population**

No.	Woredas Name	Total population (N)			Sample (n)		
		M	F	T	M	F	T
1	Agaro city administration	5	3	8	5	3	8
2	Dedo,	6	3	9	6	3	9
3	Tiro afeta woreda	4	1	5	4	1	5
4	Limmu Kosa,	4	1	5	4	1	5
5	Limmu Saqqa	3	2	5	3	2	5
6	Manna,	8	3	11	8	3	11
7	Nonno benja	8	4	12	8	4	12
8	Omo nadda,	8	1	9	8	1	9
9	Qarsa	8	1	9	8	1	9
10	Sokkoru.	7	2	9	7	2	9
Total		82 Total Population			Respondents		

### 3.5. Source of data

To conduct a reliable and accurate study, it is advisable to use primary and secondary data sources According to Kothari (1985:11). In line to this, for the properachievement of the objectives of the study; the researcher was used primary data as a source.

#### 3.5.1 Primary Sources of data

The primary data was collected using hand delivered by structured questionnaires to collect first hand and different information from sport directors, experts and administrative staffs of the bureau. The questionnaire was consisted of close ended questions.

### **3.5.2. Methods of data collection**

Questionnaires were used to collect data.

### **3.5.3. Questionnaire**

According to kumar (1996:110) questionnaire is a written list of questions, the answers to which are recorded by respondents. The aim of this research is to examine the effect of Human Resource Management practices on employee job satisfaction in Jimma zone Sport offices in some selected woredas. Questionnaires close-ended items are developed and transmitted to the target group; namely sport directors<sup>10</sup>, administrators,<sup>22</sup> experts,<sup>50</sup> Out of the total questionnaires distributed to the target population, 82 then the analysis was made using the responses of 80 target population, The questionnaire included three sections. Section 1 was about demographic data of the respondents such as gender, age, educational background, and marital status. Section two was about HRM practices. The questionnaire of section two used 5 points Lickert scale (Strongly disagree to strongly agree). Section three was about job satisfactions with 5 point Lickert scale (Highly dissatisfied to highly satisfy).

### **3.5. 4.Variables**

Variables to be selected for the study are given below:

- I. Identified independent variable was selected (HRM practices, compensation, Training and development, performance appraisals and recruitment's)
- II. Identified dependent variable was Employees' job satisfaction

### **3.6. Methods and Procedures of Data Collection**

HRM Practices and the employees job satisfaction scale questionnaire were distributed to the selected administrative and expertise after obtaining their approval by the researcher, and all were appropriately returned.

### **3.7. Method of Data Analysis**

In order to analyze the collected data, the researcher was used quantitative approach to analyze data collected through questionnaires. Once data is collected, it is necessary to employ statistical techniques to analyze the information, as this study is more of quantitative in nature. The researcher was collected quantitative data from total respondents. Then the data was coded and edited to have the required quality, accuracy, consistency and completeness.

After that, the coded data was entered into statistical package for social science (SPSS) software. Later on, the required descriptive and inferential statistical analysis was made to enable the researcher to synthesize summaries and make inferences from the analysis of the quantitative data. The descriptive statistics describe the sample in terms of the responses to the questions using frequencies, means and standard deviations. And job satisfaction was examined using inferential statistics procedures. Inferential statistics allow the researcher to draw conclusions about a population from the sample of a particular study (Cooper & Schindler, 2003). The inferential statistics relevant to this study include Pearson correlation moment and multiple linear regressions)

### **3.8. Ethical consideration**

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



## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1. INTRODUCTIONS**

This chapter was organized in terms of the three specific objectives sought so far which includes assessing HRM practices, level of employees' job satisfaction and the effect of human resource management practice. Like recruitment and selection, training & development compensation and performance appraisal on employee's job satisfaction on employees' job satisfaction in Jimma zone Sport offices in selected woredas. To achieve the first two objectives, extent of HRM practices and level of employees' job satisfaction, the study used descriptive analysis using frequency and percentage, using by graph and mean, and standard deviation interims of table. To achieve the third objective, the effect of human resource management practices on employee job satisfaction, the study used correlation and multiple linear regression analysis. In addition, this chapter also presents response rate, and demographic profile of respondents.

#### **4.2. Response rate**

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

Table 1: Response rate

	Distributed	Returned	Response rate (%)
Questionnaire	82	80	90.0

Source: Own computation, 2021

As shown in the above table, a total of 82 Questionnaires were distributed and 80 returned with complete response. This shows that 90 % response rate. Analysis of the non-response shows it does not materially bias the sample. Considering the lack of awareness or poor practices related to responding questionnaires in developing countries such as Ethiopia, 90.0 % rate was reasonably good.

#### **4.3. Demographic profile of respondents**

The questionnaire requested a limited number of information related to personal and professional characteristics of respondents.

Accordingly, the following tables and presents about the respondents were summarized and described in table. The information includes about: age, sex, and the highest educational level achieved, marital status Experience years

<b>Variable</b>	<b>Characteristics</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	male	64	70
	female	16	30
	total	80	100.0
<b>Age</b>	20-30	22	32
	31-40	48	44
	41-50	9	22
	51-60 above	1	2
	total	80	100.0
<b>Education</b>	Certificate		
	Diploma	2	10.0
	Degree	77	88
	master and above	1	2
	total	80	100.0
<b>Marital status</b>	single	13	14
	Married	67	86
	Divorced		
	total	80	100.0
<b>Experience years</b>	Less than 5 years	7	10
	5 – less than 10 years	57	50
	10 – Less than	14	28
	15 years and above	10	12
	Total	80	100

Demographic profile of respondent about 64(70%) of the respondents were male and the remaining 16(30%) of the respondents were female. The majority of the employees were males.

As data presented in the table above, the majority of the respondents 22(32%) were in 20-30 years age range while 48 (44 %) indicated their age were in the 31-40 age range. Whereas 9(22%) indicate their age was in the 41-50 years age range. On the other hand, only 1(2%) respondents reported 51 and above age range.

On the basis of educational qualification, out of the total respondents 2(10%) of the respondents were college diploma holders 77(88%), 1(2%) of respondents were degree masters respectively. Therefore, it can be decided that the majority of the employees are first degree holders.

As data presented in the table above, related to the marital status of the total respondents 13(14%) are single. 67 (86%) are married. This indicates that majority of the respondent are married.

#### **4.4 Current status of HRM practices**

As painted above, the first objective of this study was to assess the current status of HRM practice in Jimma zone Sport offices in selected woredas. Hence, descriptive method of data analysis was used like frequency, percentage, mean and standard deviation. The results of descriptive analysis were presented as follows.

#### **4.5 Recruitment and Selection**

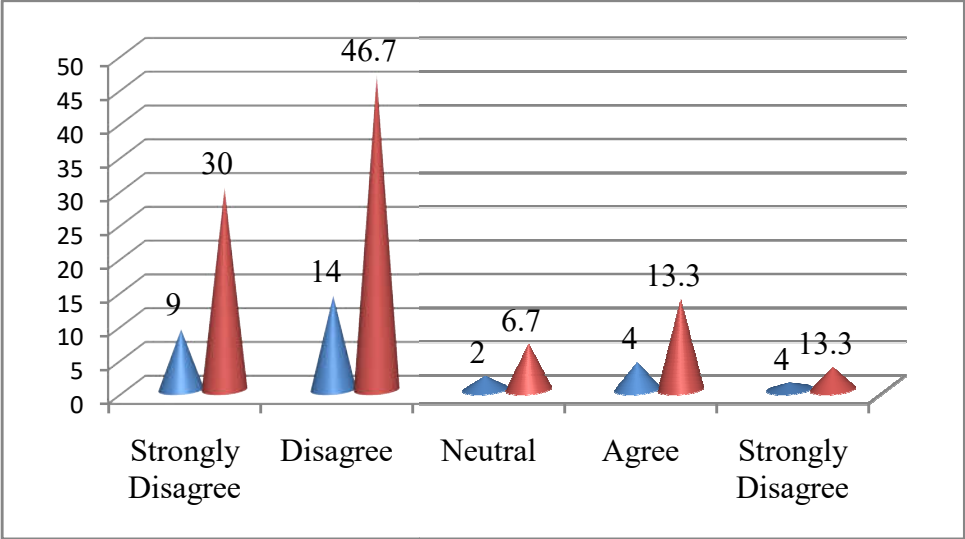
As one of the human resource management practice, current extent of recruitment and selection practice is assessed using descriptive analysis. The table below shows that current level of HRM practices in terms of recruitment and selection in Jimma zone Sport offices in selected woredas.

**Table3: Recruitment and Selection**

Item	Scale	Frequency	Percent
In this organization, appointments are based on merit	Strongly Disagree	3	10.0
	Disagree	14	46.7
	Neutral	1	3.3
	Agree	8	26.7
	Strongly Agree	4	13.3
	<b>total</b>	<b>30</b>	<b>100.0</b>
In this organization, applicants are fully informed about the qualifications required to perform the job before being hired	Strongly Disagree	5	16.7
	Disagree	8	26.7
	Neutral	2	6.7
	Agree	11	36.7
	Strongly Agree	4	13.3
	<b>total</b>	<b>30</b>	<b>100.0</b>
The selection system followed is highly scientific and rigorous	Strongly Disagree	15	50.0
	Disagree	9	30.0
	Agree	4	13.3
	Neutral	2	6.7
	Strongly Agree	0	0
	<b>total</b>	<b>30</b>	<b>100.0</b>
In this organization, there is formal induction, orientation and familiarization process designed to help new recruits understand the Organization	Strongly Disagree	3	10.0
	Disagree	17	56.7
	Neutral	2	6.7
	Agree	7	23.3
	Strongly Agree	1	3.3
	<b>total</b>	<b>30</b>	<b>100.0</b>

In this organization, line managers and HR managers participate in the selection process.	Strongly Disagree	3	6.7
	Disagree	10	30.0
	Neutral	3	6.7
	Agree	13	56.7
	Strongly Disagree	1	3.3
	<b>total</b>	30	100.0
Selection system selects those having the desired knowledge, skills and attitude	Strongly Disagree	2	6.7
	Disagree	9	30.0
	Neutral	2	6.7
	Agree	17	56.7
	Strongly Disagree	0	0
	<b>total</b>	30	100.0

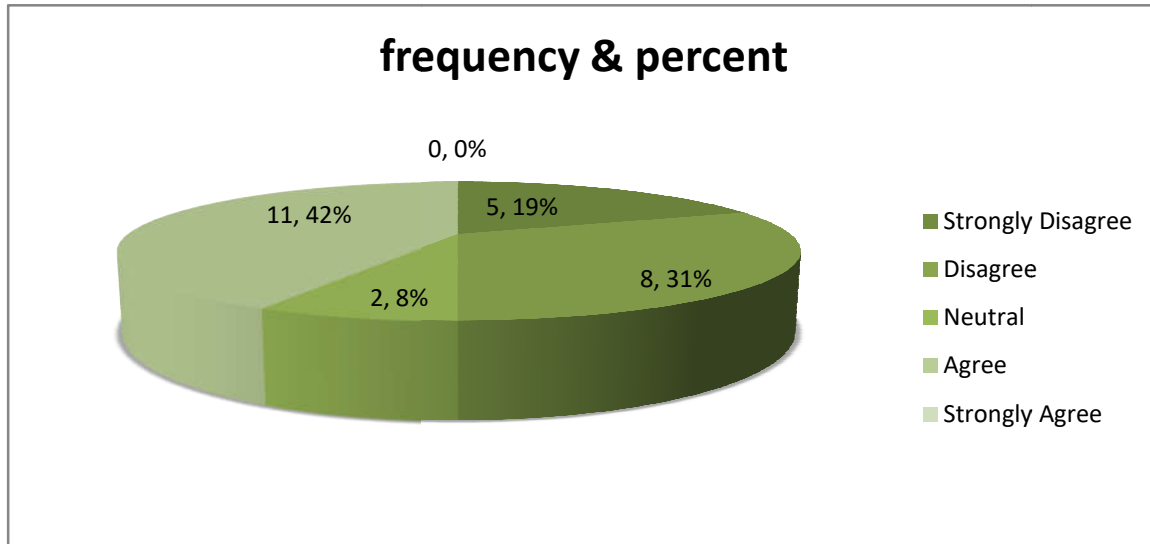
**In this organization, appointments are based on merit**



The above graph shows that, among the respondents 9(30%) replied that they strongly disagree that appointments are based on merit while 14(46.7%) of them said that they only disagree.

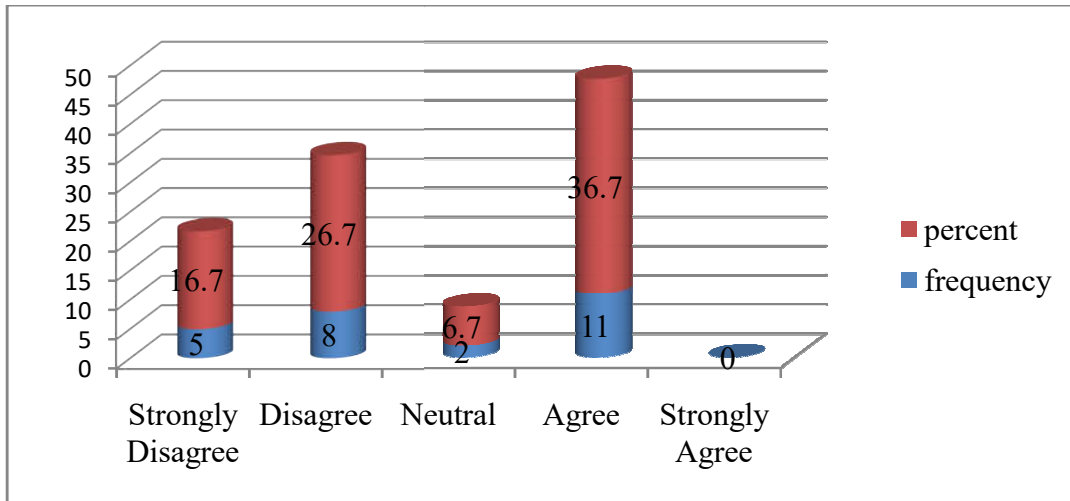
Meanwhile, among the respondents, 4 (13.3 %) of them indicated that they agree and 4 (13.3%) strongly agree that appointments are based on merit while 2 (6.7 %) remained neutral. Therefore, it can be concluded that majority of the employees agree that the organization makes merit based appointment for employees

**In this organization, applicants are fully informed about the qualifications required to perform the job before being hired.**



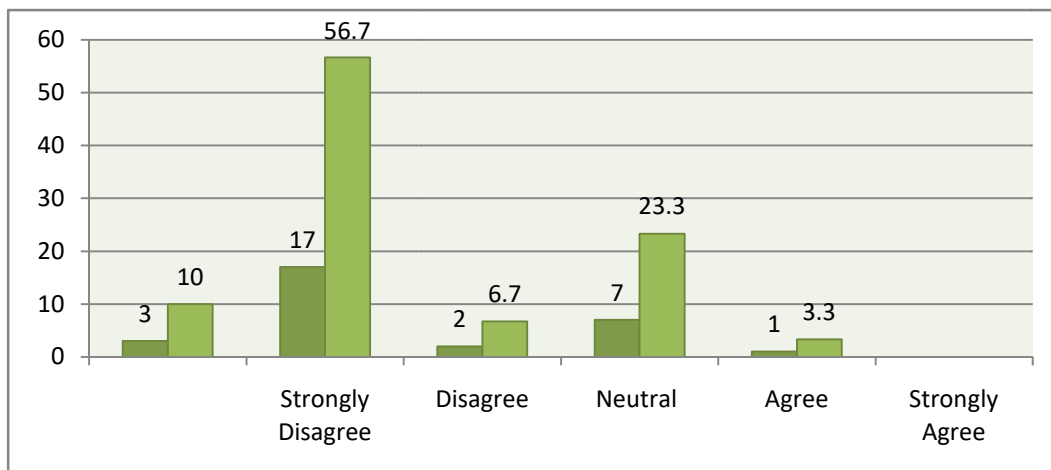
In accumulation, respondents were requested whether the applicants are fully informed about the qualifications required to perform the job before being hired. In response, 5 (19%) and 8 (31%) of the respondents said that they strongly disagree and disagree respectively there were the applicants are fully informed about the qualifications required to perform the job before being hired. while 2 (6.7%) of them indicated that they are indifferent (neutral). Added to this 11 (42%) and 4 (13.3%) of the respondents said that they agree and strongly agree that an applicant is fully informed about the qualifications required to perform the job before being hired, respectively. Therefore, it can be concluded that majority of the employees disagree that the applicants are fully informed about the qualifications required to perform the job before being hired.

### The selection system followed is highly scientific and rigorous



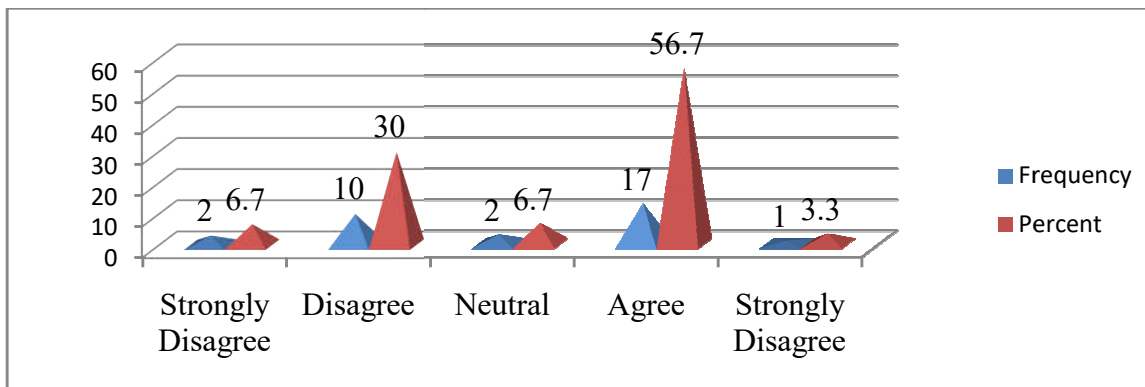
The third item in the above figure there was about whether the selection system followed is highly scientific and rigorous. Out of the total respondents, 5(16.7%) and 8 (26.7%) replied that they strongly disagree and disagree, respectively, that the selection system followed is highly scientific and rigorous while 2(6.7%) of them indicated that they are indifferent agree. Adding to this,11 (36.7%) of the respondents indicated that they strong agree that the selection system followed is highly scientific and rigorous. Therefore, it can be concluded that majority of the employees strong disagree that the selection system followed was highly scientific and rigorous.

### In this organization, there is formal induction, orientation and familiarization process designed to help new recruits understand the Organization



The fourth item in the above figure was about the existence of formal induction, orientation and familiarization process designed to help new recruits. Out of the total respondents, 3(10.0%) and 17(56.7%) replied that they strongly disagree and disagree, respectively, there was, there is formal induction, orientation and familiarization process designed to help new recruits while 2(6.7%) of them indicated that they are indifferent neutral. Adding to this, 7(23.3%) of the respondents indicated that they agree that there is formal induction, orientation and familiarization process designed to help new recruits while only 1(3.3%) said they strongly agree. Therefore, it can be concluded that majority of the respondent disagree that there is formal induction, orientation and familiarization process designed to help new recruits.

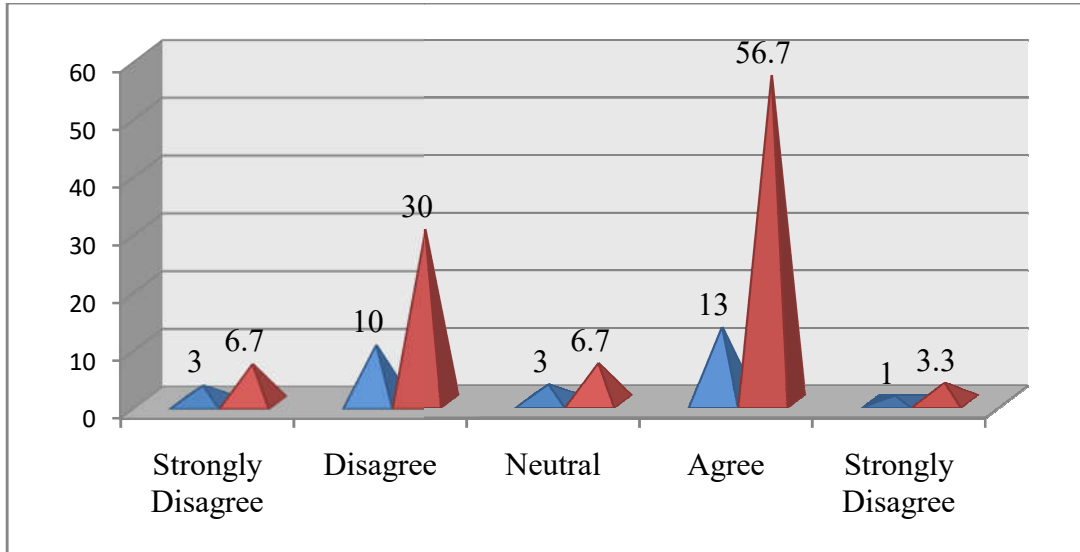
**Selection system selects those having the desired knowledge, skills and attitude.**



Above the figure Selection system selects those having the desired knowledge, skills and attitude. The fifth item in the above figure was about selection system selects those having the desired knowledge, skills and attitude. Out of the total respondents, 2(6.7%) and 9(30.0%) replied that they strongly disagree and disagree, respectively, there was, selection system selects those having the desired knowledge, skills and attitude while 2(6.7%) of them indicated that they are indifferent (neutral). Adding to this, 17(56.7%) of the respondents indicated that they agree and 1(3.3) that indicate strongly disagree that selection system selects those having the desired knowledge, skills and attitude Therefore, it can be concluded that majority of the employees agree that selection system helps to selects those having the desired knowledge, skills and attitude.



## Line managers and HR managers participate in the selection process



Line managers and HR managers participate in the selection process the sixth item in the above figure was about whether line managers and HR managers participate in the selection process. Out of the total respondents, 3(6.7%) and 10(30%) replied that they strongly disagree and disagree, respectively, there was, line managers and HR managers participate in the selection process while 3(6.7%) of them indicated that they are indifferent (neutral). Adding to this, 13(56.7%) of the respondents indicated that they agree that line managers and HR managers participate in the selection process while only 1(3.3%) said they strongly agree. Therefore, it can be concluded that majority of the employees agree that line managers and HR managers participate in the selection process.

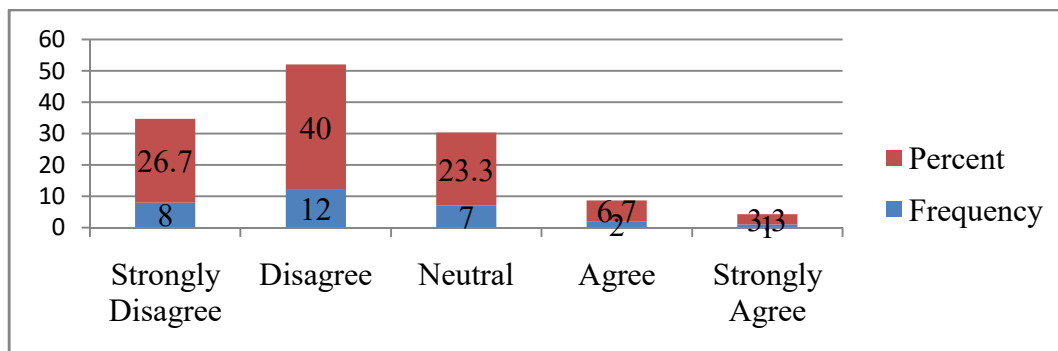
#### 4.6 COMPENSATION

Item	Scale	Frequency	Percent
In this organization, pay improves performance	S/Disagree	8	26.7
	Disagree	12	40.0
	Neutral	7	23.3
	Agree	2	6.7
	S/ Agree	1	3.3
	total	30	100.0
In this organization, employees are rewarded based on performance	S/Disagree	14	46.7
	Disagree	10	33.3
	Neutral	2	6.7
	Agree	3	10.0
	S/ Agree	1	3.3
	total	30	100.0
In this organization, compensation packages encourage employees to achieve organization's objectives	S/Disagree	8	26.7
	Disagree	12	40.0
	Agree	3	10.0
	Neutral	6	20.0
	S/Agree	1	3.3
	total	30	100.0
In this organization, employees are recognized and rewarded appropriately in this organization	S/Disagree	14	46.7
	Disagree	9	30.0
	Neutral	2	6.7
	Agree	3	10.0
	S/Agree	2	6.7
	total	30	100.0
In this organization, profit	S/Disagree	13	43.3
	Disagree	9	30.0

sharing/bonuses are used as a mechanism to reward higher performance	Neutral	2	6.7
	Agree	4	13.3
	S/Disagree	2	6.7
	total	30	100.0
In this organization, compensation and incentives systems are clear and specific to the employees	S/ Disagree	9	30.0
	Disagree	14	46.7
	Neutral	2	6.7
	Agree	4	13.3
	S/Disagree	1	3.3
	total	30	100.0

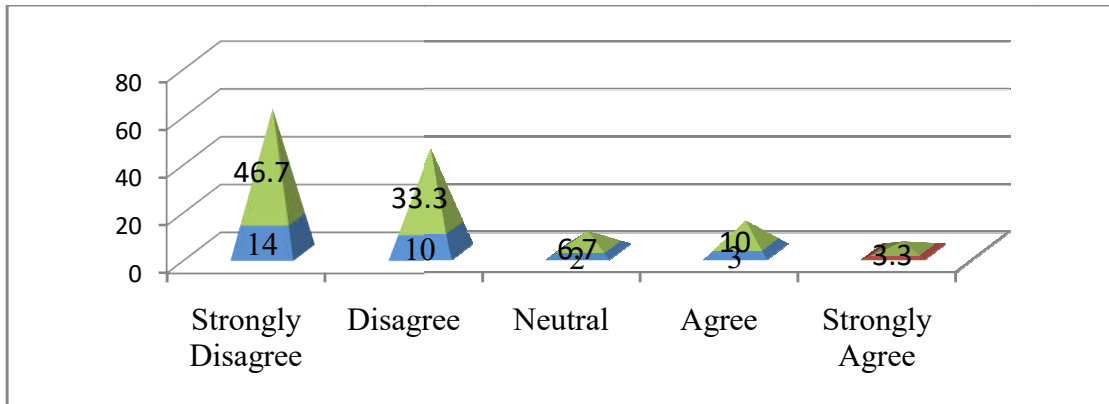
Compensation was one of the four human resource practices considered in this study. Using descriptive analysis, the study measured the current extent of compensation practices in Jimma zone sport office in selected woredas . The results and discussion is obtainable as below.

#### **In this organization, pay improves performance**



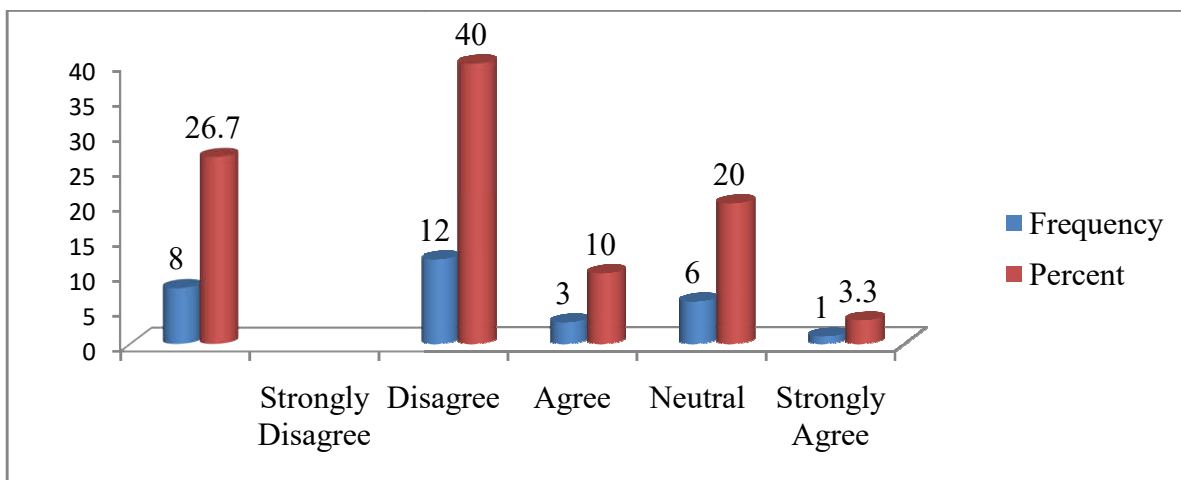
The above figure shows that, among the respondents 8(26.7%) replied that they strongly disagree that pay improves performance while 12 (40.0%) of them said that they only disagree. Meanwhile, among the respondents 7(23.3%) of them indicated that they neutral and 2(6.7%) agree that pay improves performance while 1 (3.3%) strongly agree. Therefore, it can be concluded that majority of the employees disagree that the organization makes pay improves Performance.

### In this organization, employees are rewarded based on performance



In addition, respondents were asked whether the employees are rewarded based on performance. In response, 14(46.7%) and 10(33.3%) of the respondents said that they strongly disagree and disagree there were the employees are rewarded based on performance. while 2(6.7%) of them indicated that they are indifferent (neutral). Added to this 3(10.0%) and 1(3.3%) of the respondents said that they agree and strongly agree that employees are rewarded based on performance, respectively. Therefore, it can be concluded that majority of the employees strong disagree that the employees are rewarded based on performance.

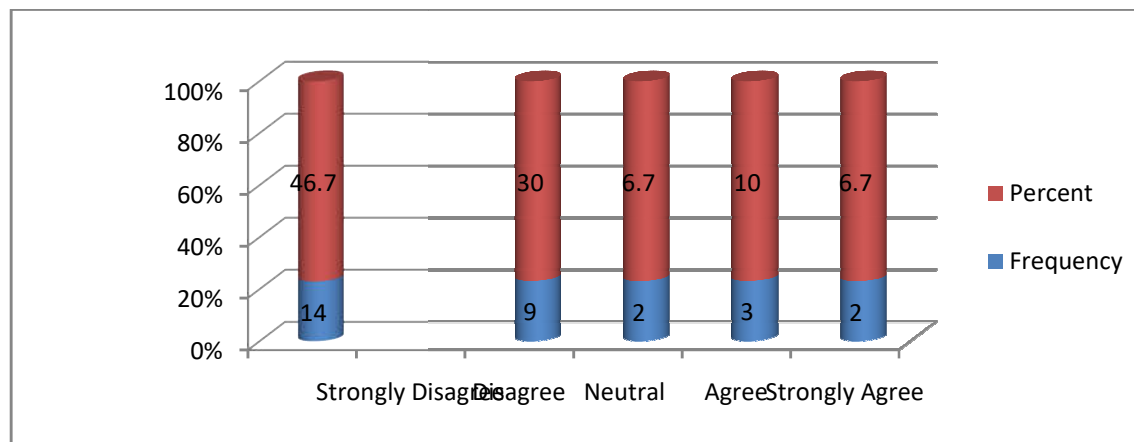
### In his organization, compensation packages encourage employees



The third item in the above figure indicate that Compensation packages encourage employees to achieve organization's objectives; Out of the total respondents, 8(26.7%) and 12(40.0%) replied that they strongly disagree and disagree, respectively, that compensation packages encourage

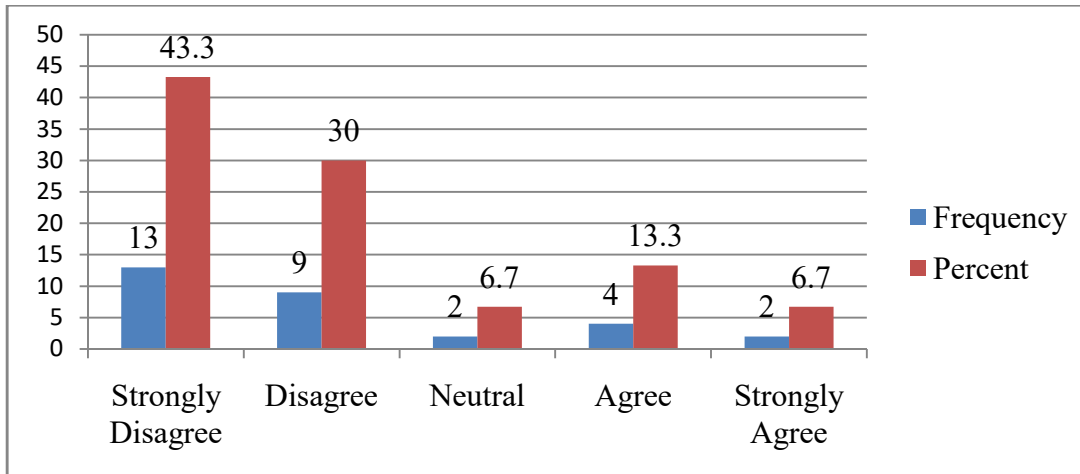
employees to achieve organizations objectives while 3(10. %) of them indicated that they are indifferent (neutral). Adding to this, 6(20.0%) of the respondents indicated that they agree that there was compensation packages encourage employees to achieve organizations objectives while only 1(3.3%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree that compensation packages encourage employees to achieve organizations objectives.

**In this organization, employees are recognized and rewarded appropriately in this organization**



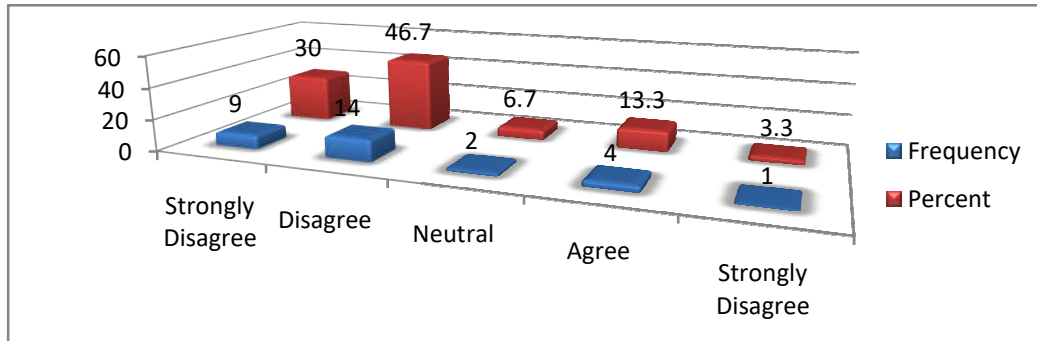
The fourth item in the above graph there was whether employees are recognized and rewarded appropriately in the organization. Out of the total respondents, 14(46.7%) and 9(30.0%) replied that they strongly disagree and disagree, respectively, that employees are recognized and rewarded appropriately in the organization while 2(6.7%) of them indicated that they are indifferent (neutral). Adding to this, 3(10.0%) of the respondents indicated that they agree that there was employees are recognized and rewarded appropriately in this organization. While only 2(6.7%) said they strongly agree. Therefore, it can be concluded that majority of the employees strongly disagree that they are recognized and rewarded appropriately in the organization.

**In this organization, profit sharing/bonuses are used as a mechanism to reward higher performance.**



The five items in the above graph indicate that Profit sharing/bonuses are used as a mechanism to reward higher performance. The fifth item in the above table there was, profit sharing/bonuses are used as a mechanism to reward higher performance. Out of the total respondents, 13(43.3%) and 9(30.0%) replied that they strongly disagree and disagree, respectively, there was, profit sharing/bonuses are used as a mechanism to reward Higher performance. while 2 (6.7%) of them indicated that they are indifferent (neutral). Adding to this, 4(13.3%) of the respondents indicated that they agree that there was profit sharing/bonuses are used as a mechanism to reward higher performance while only 2(6.7%) said they strongly agree. Therefore, it can be concluded that majority of the employees strongly disagree that profit sharing/bonuses are used as a mechanism to reward higher performance

**In this organization, compensation and incentives systems are clear and specific to the employees**



Compensation and incentives systems are clear and specific to the employees the last item in the above table about compensation and incentives systems that is clear and specific to the employees. Out of the total respondents, 9(30.0%) and 14(46.7%) replied that they strongly disagree and disagree, respectively, while 2(6.7%) of them indicated that they are indifferent (neutral). Adding to this, 4(13.3%) of the respondents indicated that they agree that the while only 1(3.3%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree that compensation and incentives systems are clear and specific to the employees. Generally, it can be inferred that majority of employees believe that the office was not performing compensation practices well such as compensation and incentives systems are clear and specific to the employees, profit sharing/bonuses are used as a mechanism to reward higher performance, compensation packages encourage employees to achieve organizations objectives., and the employees are rewarded based on performance

**Table17. Training and Development**

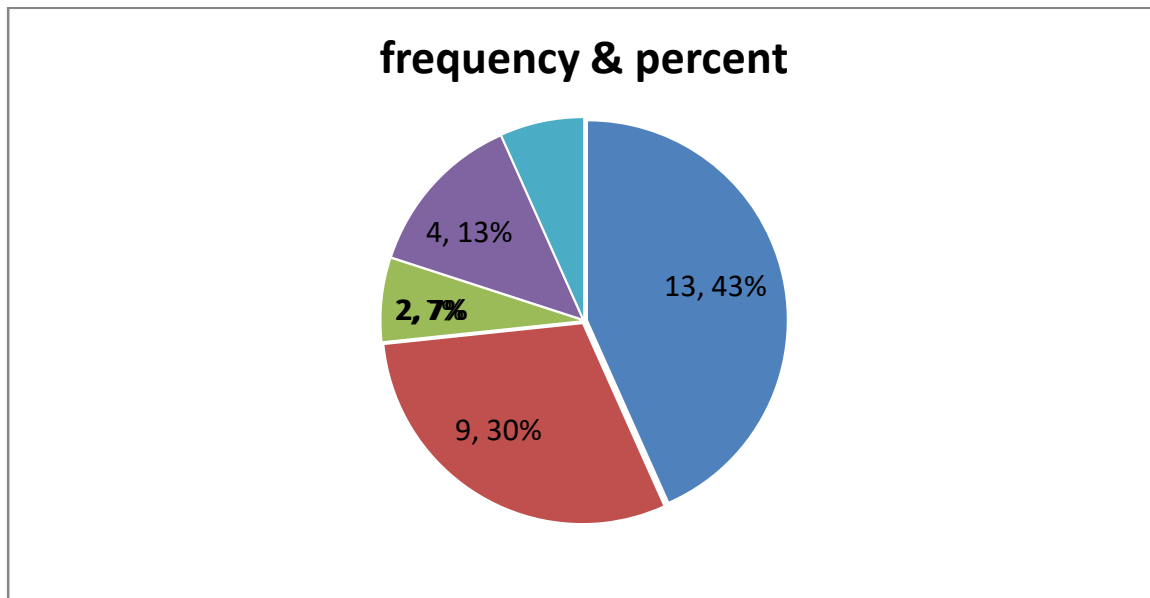
Item	Scale	Frequency	Percent
In this organization, training needs are discussed with employees	Strongly Disagree	13	43.3
	Disagree	9	30.0
	Neutral	2	6.7
	Agree	4	13.3
	Strongly Agree	2	6.7
	<b>total</b>	30	100.0
In this organization, there is a training strategy and coherent training program	Strongly Disagree	11	36.7
	Disagree	8	26.7
	Neutral	5	16.7
	Agree	5	16.7
	Strongly Agree	1	3.3
	<b>total</b>	30	100
In this organization, training incorporates the interests of the organization as well as the individual	Strongly Disagree	8	26.7
	Disagree	14	46.7
	Agree	2	6.7
	Neutral	5	16.7
	Strongly Agree	1	3.3
	<b>total</b>	30	100.0
In this organization, every employee goes through various training program every year	Strongly Disagree	9	30.0
	Disagree	15	50.0
	Neutral	3	10.0
	Agree	3	10.0
	Strongly Agree	5	16.7
	<b>total</b>	30	100.0
In this organization, there is a	Strongly Disagree	9	30.0
	Disagree	14	46.7



budget dedicated to training and development every year	Neutral	2	6.7
	Agree	4	13.3
	Strongly Disagree	1	3.3
	<b>total</b>	30	100.0
Training needs identified are realistic, useful and based on the business strategy of the organization	Strongly Disagree	11	36.7
	Disagree	12	40.0
	Neutral	4	13.3
	Agree	2	6.7
	Strongly Disagree	1	3.3
	<b>total</b>	30	100.0

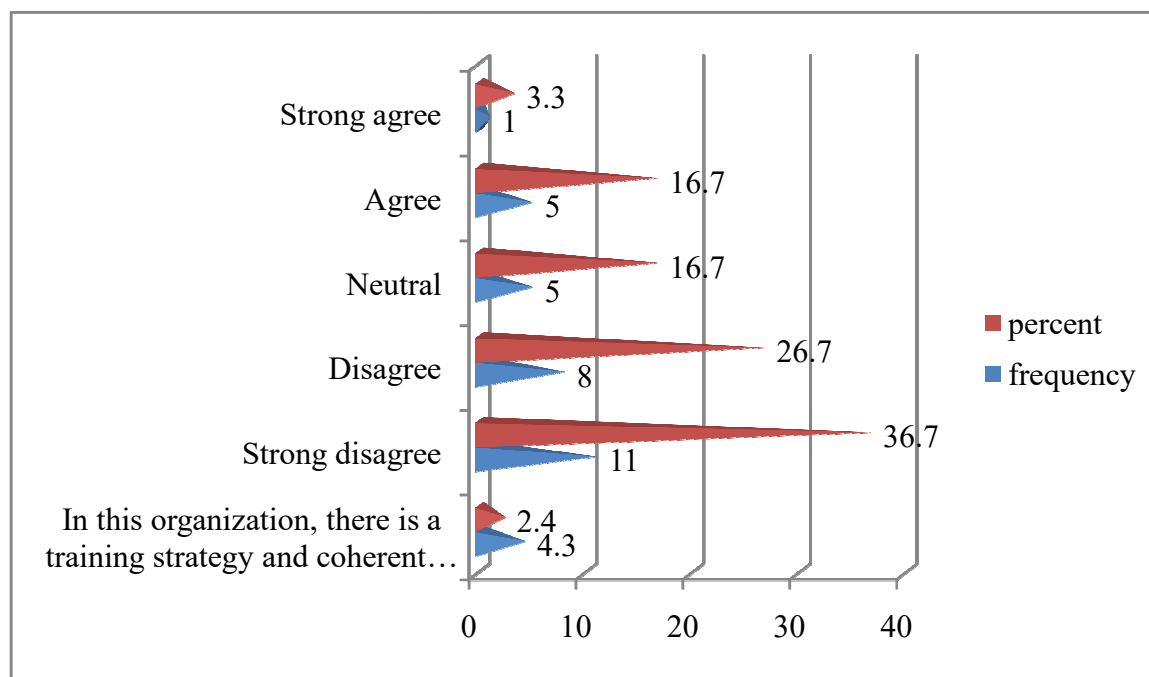
The study sought to assess the current level of training and development practice by using descriptive analysis and included six items. The graph shows the result and analysis.

**In this organization, training needs are discussed with employees**



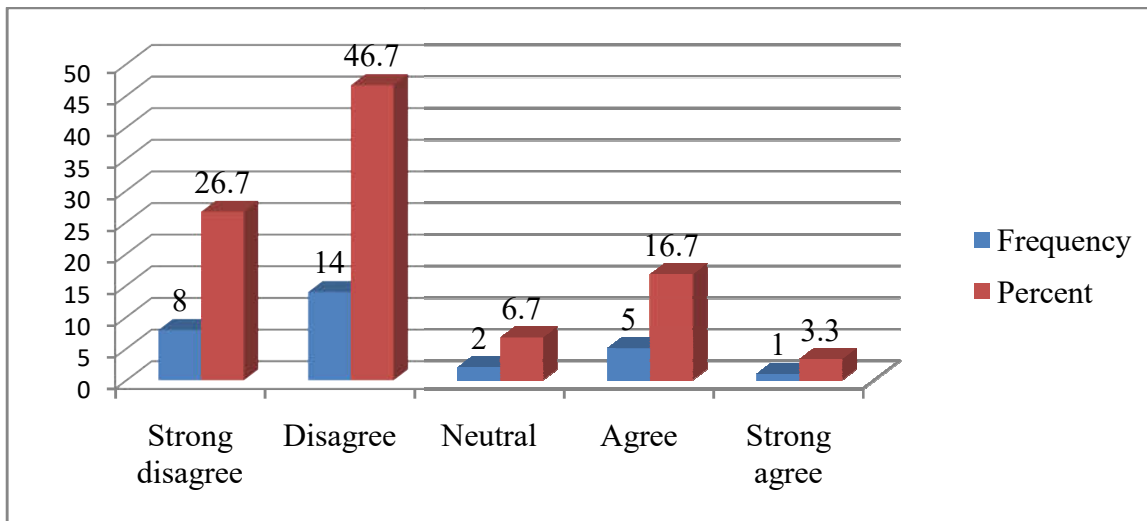
Above the figure shows that, among the respondents 13(43.3%) replied that they strongly disagree that training needs are discussed with employees while 9(30.0%) of them said that they only disagree. Meanwhile, among the respondents 2(6.7%) of them indicated that they neutral and 4(13.3%) agree that there were training needs are discussed with employees while 2(6.7%) remained strong agree. Therefore, it can be concluded that majority of the employees Strong disagree that the organization discussed training needs with employees

**In this organization, there is a training strategy and coherent training program**



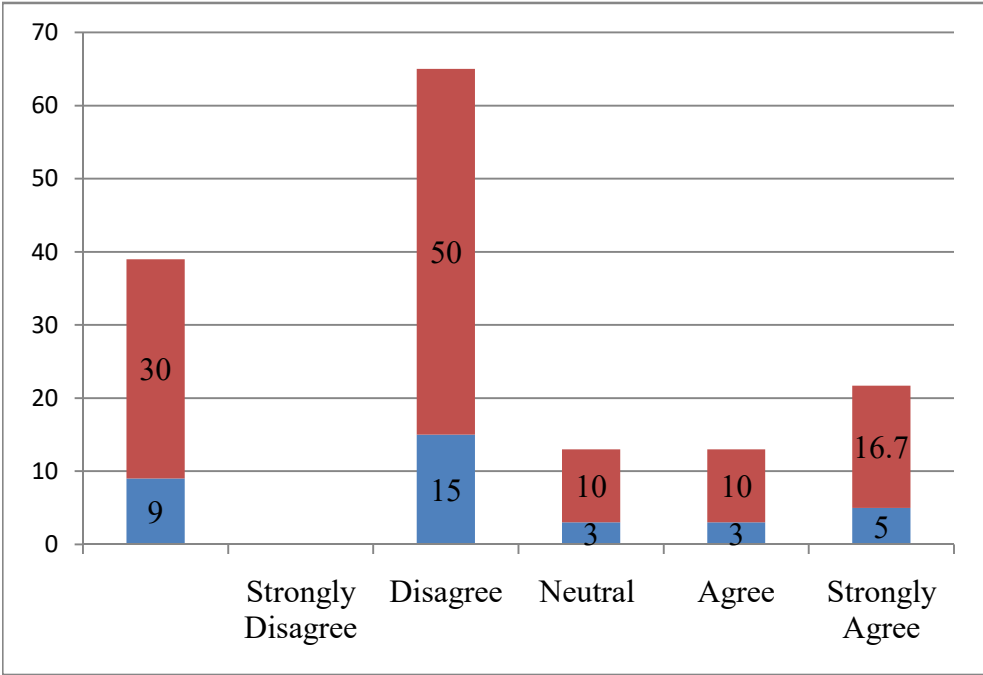
In addition, above the figure respondents were asked whether there is a training strategy and coherent training program. In response, 11(36.7%) and 8(26.7%) of the respondents said that they strongly disagree and disagree there were there is a training strategy and coherent training program. while 5(16.7%) of them indicated that they are indifferent (neutral). Added to this 5(16.7%) and 1(3.3%) of the respondents said that they agree and strongly agree there is a training strategy and coherent training program, respectively. Therefore, it can be concluded that majority of the employees disagree that there is a training strategy and coherent training program.

**In this organization, training incorporates the interests of the organization as well as the individual.**



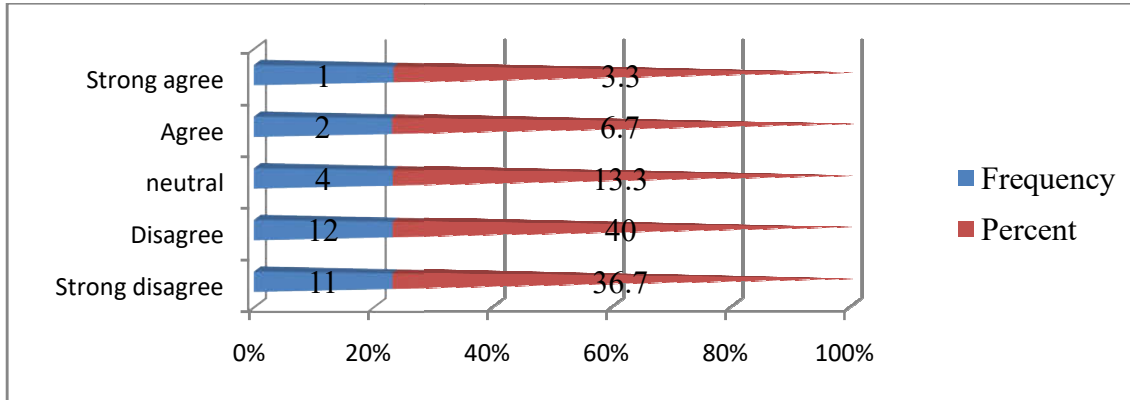
The third item in the above figure there was about whether organization training incorporates the interests of the organization as well as the individual. Out of the total respondents, 8(26.7%) and 14(46.7%) replied that they strongly disagree and disagree, respectively that training incorporates the interests of the organization as well as the individual while 2(6.7%) of them indicated that they are indifferent (neutral). Adding to this, 5(16.7%) of the respondents indicated that they agree that training incorporates the interests of the organization as well as the individual while only 1(3.3%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree that training incorporates the interests of the organization as well as the individual.

**In this organization, every employees goes through various training program every year**



Above graph figure was every employee goes through various training program every year. Out of the total respondents, 9(30.0%) and 15(50.0%) replied that they strongly disagree and disagree, respectively, that every employee goes through various training program every year while 3(10.0%) of them indicated that they are indifferent (neutral). Adding to this, 3(10.0%) of the respondents agree that, every employee goes through various training program every year. Therefore, it can be concluded that majority of the employees disagree that every employee goes through various training program every year.

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



The fourth item in the above graph was about whether training needs are identified to be realistic, useful and based on the business strategy of the organization. Out of the total respondents, 11(36.7%) and 12(40.0%) replied that they strongly disagree and disagree, respectively, that training needs identified are realistic, useful and based on the business strategy of the organization. while 4(13.3%) of them indicated that they are indifferent (neutral). Adding to this, 2(6.7%) of the respondents indicated that they agree that there was, training needs identified are realistic, useful and based on the business strategy of the organization while only 1(3.3%) said they strongly agree. Therefore, it can be concluded that majority of the employees disagree that training needs identified are realistic, useful and based on the business strategy of the organization.

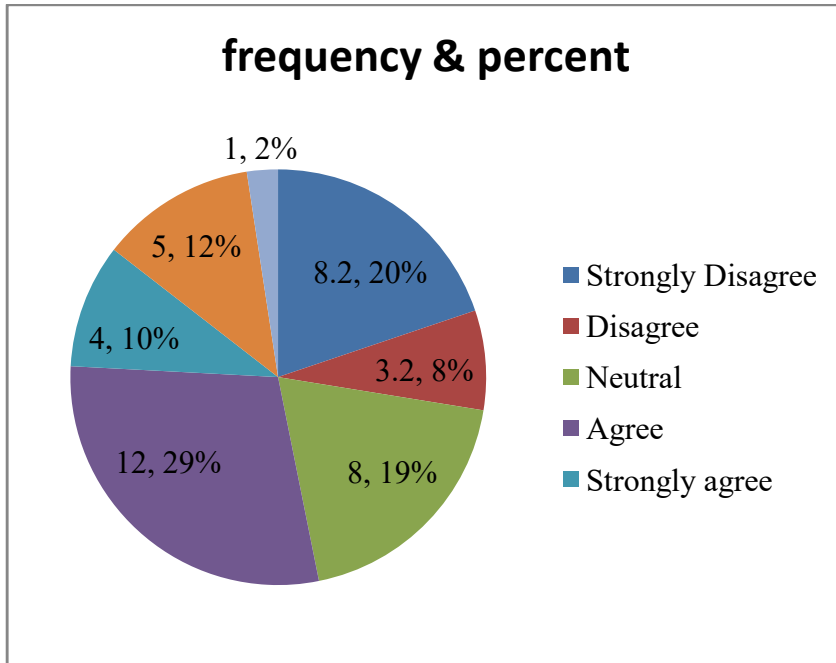
Therefore, the researcher concludes that majority of the employees disagree that training & development practices are performed well. Activities include training incorporates the interests of the organization as well as the individual, training needs identified are realistic, useful and based on the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

## Performance Appraisal

Item	Scale	Frequency	percent
In this organization, employees are provided performance based feedback and counseling	Strongly Disagree	8	26.7
	Disagree	12	40.0
	Neutral	4	13.3
	Agree	5	16.7
	Strongly agree	1	3.3
	total	30	100
In this organization, the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge	Strong disagree	12	40.0
	Disagree	10	33.3
	Neutral	2	6.7
	Agree	4	13.3
	Strong agree	2	6.7
	total	30	100.0
In this organization, there are corrective measures for under-performance	Strongly disagree	3	10.0
	Disagree	5	16.7
	Neutral	6	20.0
	Agree	14	46.7
	Strongly agree	2	6.7
	total	30	100.0
In this organization, appraisal system is growth and development oriented.	Strongly disagree	7	23.3
	Disagree	14	46.7
	Neutral	2	6.7

	Agree	6	20.0
	Strongly agree	1	3.3
	total	30	100
In this organization, there is a well-defined performance management strategy	Strongly disagree	4	13.3
	Disagree	8	26.7
	Neutral	5	16.7
	Agree	9	30.0
	Strongly agree	4	13.3
	total	30	100.0
In this organization, there is regular appraisal for promotion.	Strongly disagree	5	16.7
	Disagree	10	33.3
	Neutral	2	6.7
	Agree	11	36.7
	Strongly agree	2	6.7
	<b>total</b>	30	100

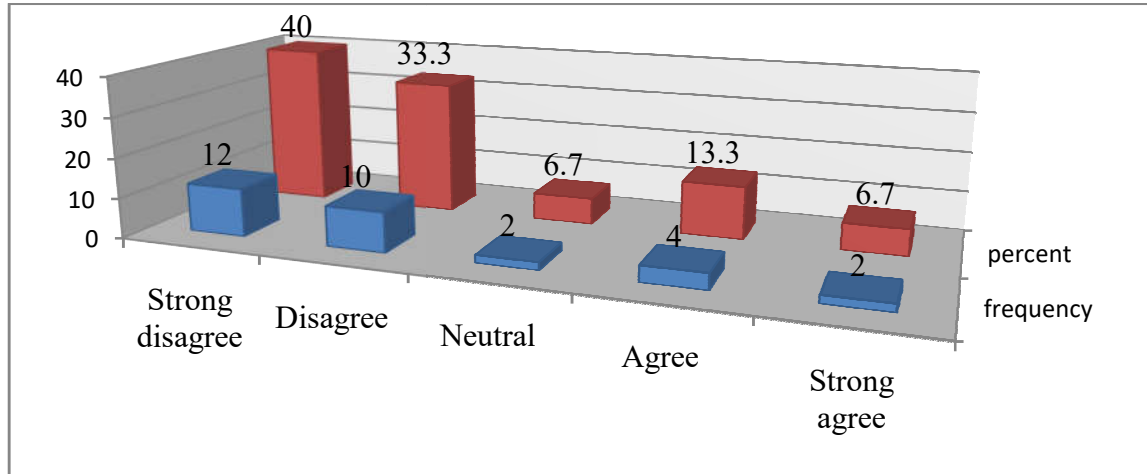
**In this organization, employees are provided performance based feedback and counseling**



The first item in the above graph shows that, among the respondents, 8(26.7%) replied that they strongly disagree that the employees are provided performance based feedback and counseling while 12(40%) of them said that they disagree. among the respondents 4(13.3%) of them indicated that they neutral and 5(16.7%) agree that the employees are provided performance based feedback and counseling while 1(3.3%) strongly agree. Therefore, it can be concluded that majority of the employees agree that employees are provided performance based feedback and counseling.



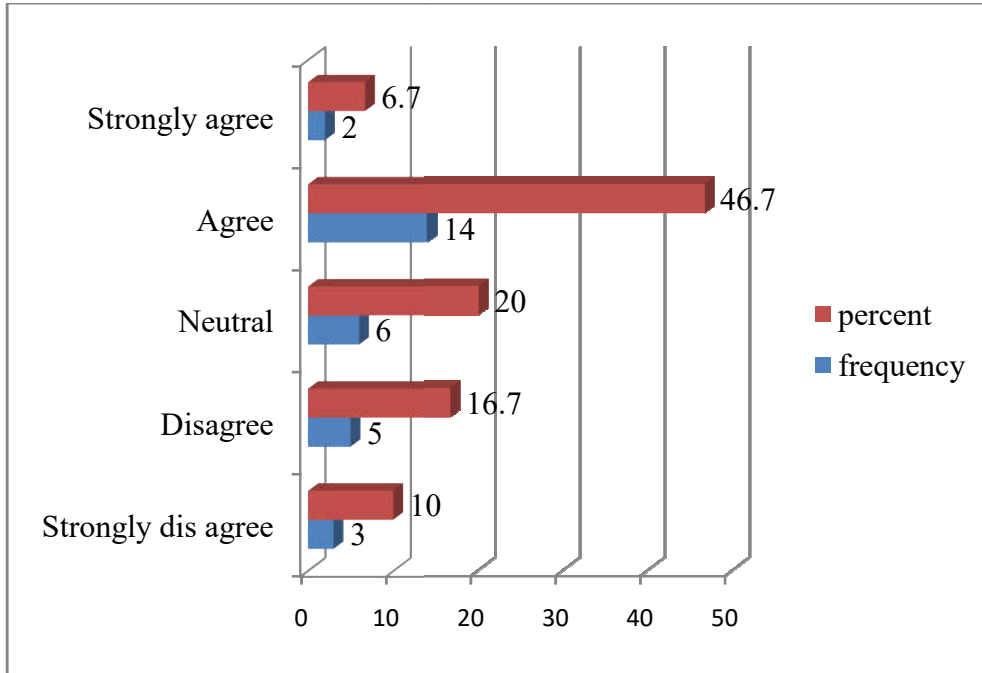
**In this organization, the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge**



Above the second item show that appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge.

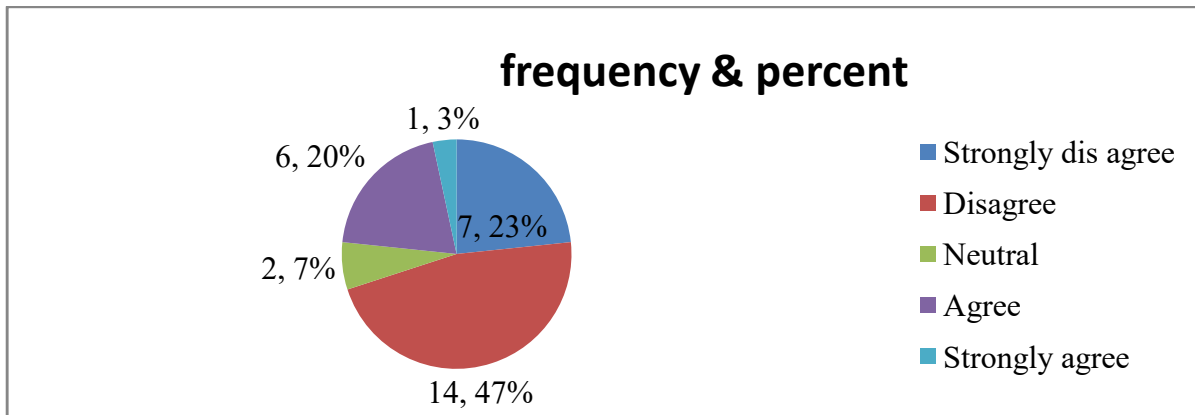
In addition, respondents were asked whether the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge. In response, 8(26.7%) and 12(40%) of the respondents said that they strongly disagree and disagree that the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers and discharge. While 4(13.3%) of them indicated that they are indifferent (neutral). Added to this, 5(16.7%) and 1(3.3%) of the respondents said that they agree and strongly agree the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge, respectively. Therefore, it can be concluded that majority of the employees disagree that the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge.

### **In this organization, there are corrective measures for under-performance**



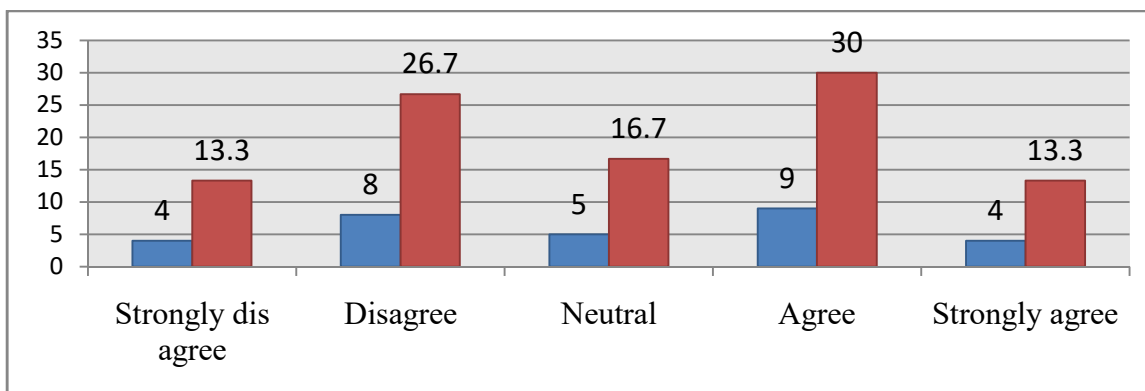
The third item in the above a table there was about existence of corrective measures for under-performance. Out of the total respondents, 12(40.0%) and 10(33.3%) replied that they strongly disagree and disagree, respectively, that are corrective measures are taken for under-performance while 2(6.7%) of them indicated that they are indifferent (neutral). Adding to this, 4(13.3%) of the respondents indicated that they agree that, there are corrective measures for under-performance while only 2(6.7%) said they strongly agree. Therefore, it can be concluded that majority of the employees strongly disagree that there are corrective measures for under-performance

**In this organization, appraisal system is growth and development oriented.**



The fourth item in the above figure was about whether appraisal system is growth and development oriented. Out of the total respondents, 3(10.0%) and 5(16.7%) replied that they strongly disagree and disagree, respectively, that appraisal system is growth and development oriented while 6(20.0%) of them indicated that they are indifferent (neutral). Adding to this, 14(46.7%) of the respondents indicated that they agree that appraisal system growth and development oriented while only 2(6.7%) said they strongly agree. Therefore, it can be concluded that majority of the employees agree that appraisal system is growth and development oriented.

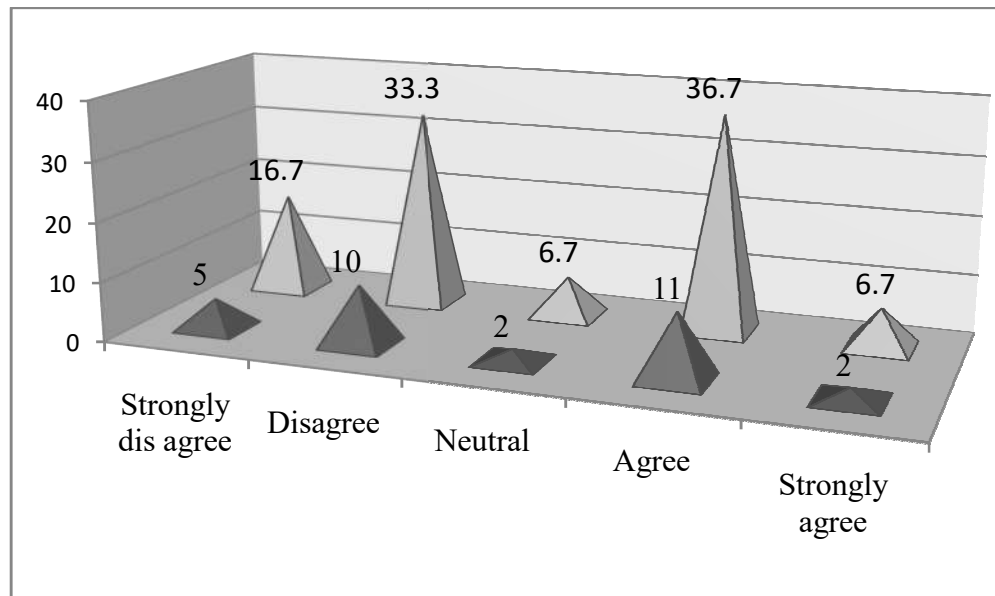
**In this organization, there is a well-defined performance management strategy**



The fifth item in the above the figure was about the use of well-defined performance management strategy.

Out of the total respondents, 4(13.3%) and 8(26.7%) replied that they strongly disagree and disagree, respectively, that there is a well-defined performance management strategy while 5(16.7%) of them indicated that they are indifferent (neutral). Adding to this, 9(30.0%) of the respondents indicated that they agree that there was, there is a well-defined performance management strategy while only 4(13.3%) said they strongly agree .Therefore, it can be concluded that majority of the employees disagree that there is a well-defined performance management strategy

**In this organization, there is regular appraisal for promotion**



The last item in the above table was about conduct regular appraisal for promotion. Out of the total respondents, 5(16.7%) and 10(33.3%) replied that they strongly disagree and disagree, respectively, that is regular appraisal for promotion while 2(6.7%) of them indicated that they are indifferent (neutral). Adding to this, 11(36.7%) of the respondents indicated that they agree that is regular appraisal for promotion while only 2(6.7%) said they strongly agree. Therefore, it can be concluded that majority of the employees agree that there is regular appraisal for promotion.

Generally, majority of employees agree that the office was performing performance appraisal activities well including provided performance based feedback and counseling; appraisal system is growth and development oriented; and there is regular appraisal for promotion.

However, majority of the employees also revealed that there activities not well done such as the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge; and there are corrective measures for under-performance.

#### **4.7 The current status of HRM practices**

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

The first objectives current status of HRM practices in Jimma Zone Sport office. The researcher compared HRM practices based on the mean and standard deviation scores. The result shows that employees on average disagree that the four HRM practices such as recruitment & selection, compensation, training & development and performance appraisal were performed well. This is shown by the mean value lower than 2.8 which can be regarded as disagree (Scott, 2003).

Therefore, it can be concluded that the office was not performing HRM practices in a good method.

##### **4.7.1 Level of Employees' Job Satisfaction**

The second objective sought was to assess the level of employees' job satisfaction in Jimma zone sport offices in selected woredas. To achieve this objective, descriptive analysis was conducted using

Frequency, percentage, mean and standard deviation. The result is presented in the table below

Item	Scale	Frequency	Percent %
I am happy with assistance given by the organization in terms of money, leave, subscriptions.	Highly dissatisfied	23	46.6
	Dissatisfied	20	40.0
	Somewhat satisfied	3	6.0
	Satisfied	3	6.0
	Highly satisfied	1	2.0
	<b>total</b>	<b>50</b>	<b>100</b>
I am happy with level of participation in decision making	Highly dissatisfied	13	26.0
	Dissatisfied	27	54.0
	Somewhat satisfied	4	8.0
	Satisfied	5	10.0
	Highly satisfied	1	2.0
	<b>total</b>	<b>50</b>	<b>100</b>
The organization provides comfortable working environment (space, light, seating arrangement, air conditioned)	Highly dissatisfied	23	46.0
	Dissatisfied	17	34.0
	Somewhat satisfied	4	8.0
	Satisfied	4	8.0
	Highly satisfied	2	4.0
	<b>total</b>	<b>50</b>	<b>100</b>
I am satisfied with the empowerment in my job assignments	Highly dissatisfied	7	
	Dissatisfied	14	14.0
	Somewhat satisfied	2	28.0
	Satisfied	25	4.0
	Highly satisfied	2	50.0
	<b>total</b>	<b>50</b>	<b>100.0</b>
I feel I am valued and enough recognition for well done work	Highly dissatisfied	6	
	Dissatisfied	12	
	Somewhat satisfied	4	
	Satisfied	23	
	Highly satisfied	5	
	<b>total</b>	<b>50</b>	<b>100</b>

I am satisfied with self-directed work teams to which I belong	Highly dissatisfied	6	
	Dissatisfied	12	
	Somewhat satisfied	4	
	Satisfied	23	
	Highly satisfied	5	
	<b>total</b>	50	100.0
I am happy with my salary and contingent compensation	Highly dissatisfied	17	
	Dissatisfied	16	
	Somewhat satisfied	1	
	Satisfied	16	
	Highly satisfied		
	<b>total</b>	50	100.0
Job rotation is satisfactory in the organization.	Highly dissatisfied	24	
	Dissatisfied	17	
	Somewhat satisfied	3	
	Satisfied	2	
	Highly satisfied	4	
	<b>total</b>	50	100.0

### **I am happy with assistance given by the organization in terms of money, leave, subscriptions**

As shown in the above table, out of the total respondents 23(46.6%) of the respondents said that they are highly dissatisfied while 20(40.0%) of the respondents revealed dissatisfaction. The table also shows that 3(6.0%) of the respondents were Somewhat satisfied while 3(6.0%) satisfied but only 1(2.0%) of the respondents were highly satisfied. Therefore, it can be concluded that majority of expertise in Sport office dissatisfied by assistance given by the organization in terms of money, leave, and subscription

### **I am happy with level of participation in decision making in this organization.**

The table above also shows the respondents' response related to whether they are happy with level of participation in decision making. Among the respondents, 13(26.0%) of the respondents said that they are highly dissatisfied with level of participation in decision making while 27(4.0%) indicated just dissatisfied and 4(8.0%) said they are neutral. In addition, 5(10.0%) of the respondents revealed that they are satisfied

With level of participation in decision making while 1 (2.0%) indicated highly satisfied. Therefore, one can conclude that majority of expertise in Office were dissatisfied in level of participation in decision making aspect of the job.

### **The organization provides comfortable working environment (space, light, seating arrangement, air conditioned)**

As indicated in the third element of the job, in the table 23(46.0 %) of the respondents said that they are highly dissatisfied with comfortable working environment (space, light, seating arrangement, air conditioned) the organization is providing while 17(34.0%) of the respondents said just dissatisfied. In addition, 4(8.0%) of the respondents said that they neutral and 4(8.0%) of the respondents indicated their just Highly satisfaction while 2(4.0 %) of the respondents said they are highly satisfied with working environment (space, light, seating arrangement, air conditioned) the organization is providing them. Therefore, it can be concluded that majority of the employees ( were dissatisfied in their working environment provided by the Office as an important element of job they perform.

### **Satisfied with the empowerment in my job assignments**

Above item number four indicate that the result of response given by respondents was shown in relation to employees' satisfaction level with the empowerment in job assignments. The results revealed that only 7(14.0%) of the respondents are highly satisfied while 14(28.0%) said they are satisfied with the empowerment in job assignments and 2(2.0%) said they are somewhat satisfied. In addition, the above table shows that 25(50.0%) of the respondents said that they are dissatisfied with the empowerment in job assignments while 2(4.0%) said they are highly dissatisfied.



Therefore, it can be concluded that majority of the employees are satisfied with the empowerment in job assignment.

### **Valued and enough recognition for well done work**

above item number five shows that the response of respondents related to job element called the use self-directed work teams. Out of the total respondents, 15(30%) of them supposed that they were highly satisfied with application of self-directed work teams which they are assigned while 21(42%) of the respondents were just dissatisfied and 4(8%) said somewhat satisfied. In addition, the table shows that 7(14%) of the respondents said they were satisfied and 3(6%) of respondents indicated that they were highly dissatisfied by self-directed work teams which they are assigned. Therefore, it can be concluded that majority of employees in Jimma zone Sport Office feel satisfied with self-directed work teams they belongs

### **Satisfied with self-directed work teams to which I belong**

The table above shows the response of respondents related to job element called the use self-directed work teams. Out of the total respondents, 6(12%) of them said that they were highly satisfied with application of self-directed work teams which they are assigned while 12(24%) of the respondents were just satisfied and 4(8%) said somewhat satisfied. In addition, the table shows that 23(46%) of the respondents said they were dissatisfied and 5(10%) of respondents indicated that they were highly dissatisfied by self-directed work teams which they are assigned. Therefore, it can be concluded that majority of employees in Jimma zone selected woredas of Sport Office feel satisfied with self-directed work teams they belongs to.

### **Salary and contingent compensation**

As indicated in the above table, 17(34. %) of the respondents said that they were highly dissatisfied with salary and contingent compensation received from the office while 16(32%) said just dissatisfied. In addition, with equal response, 1(2%) of the respondents indicated that they were somewhat satisfied and dissatisfied with salary and reliant on compensation received from the office while only 16(32%) of the respondents said highly satisfied. Therefore, the researcher concluded that majority of employees feel Highly dissatisfied with pay and contingent compensation expected from the office.

## **Job rotation is satisfactory in the organization**

he table above indicates that, out of the total respondents, 24(48%) of the respondents said that they were highly dissatisfied with job rotation in the organization while 17(3%) said just dissatisfied. In addition, 3(6%) of the respondents showed that they were somewhat satisfied(neutral) and 2(4%) said they were satisfied with job rotation in the organization while only 4(8%) of the respondents said highly satisfied. Therefore, it can be inferred that majority of employees feel highly dissatisfied with job rotation in the organization

## **Summary of level of Employees' Job Satisfaction**

The summary of above all items used to assess the level of employees job satisfaction in terms of the mean and standard deviation scores. The researcher implemented the standards suggested by Scott (2003) if the distribution of sample is normal or approximately normal. He suggested that for Licker type scale ranging from 1( highly dissatisfied) , Highly Satisfied) interpretation should be like following: Mean up to 2.8 = dissatisfied; Mean form 2.9 to 3.2 = Neutral (Neither moderate satisfaction; and Mean above 3.2 = Satisfied. The analysis is available next to the table.

**Table 41.Level of Employees' Job Satisfaction mean and Sta. Dev.**

Item	Mean	Sta. Dev.
1) am happy with assistance given by the organization in terms of money, leave, and subscriptions	2.16	1.28
2) I am happy with level of participation in decision making	2.70	.1.40
3) The organization provides comfortable working environment (space, light, seating arrangement, air conditioned)	2.54	1.37
4) I am satisfied with the empowerment in my job assignments	3.02	1.23
5) I feel I am valued and enough recognition for well done work	2.24	1.20
6) I am satisfied with self-directed work teams to which I belong	2.08	1.36

7) I am happy with my salary and contingent compensation	2.32	1.25
8) Job rotation is satisfactory in the organization	2.38	1.26
9) Overall Employee job satisfaction	2.68	1.01

- ✓ As shown in the above table, item one the respondents indicated that they were dissatisfied with assistance given by the organization in terms of money, leave, and subscriptions M 2.16 Std. D 1.28 .
- ✓ As shown in the above table, second item job elements such as level of participation in decision making M=2.70 & Std. D =1.40), & in third item organization provides comfortable working environment (space, light, seating arrangement, air conditioned) M 2.54 Std. D 1.37 indicate that dissatisfied .
- ✓ As shown in the above table, fourth item satisfied with the empowerment in my job assignments M= 3.02 & Std. D= 1.23) indicate that job somewhat satisfied /neutral level of employees job satisfaction.
- ✓ As shown in the above table, fifth item, sixth item ,seventh item and the end one were over all employees job satisfaction were indicate that dissatisfied with mean and & Std. D (M= 2.24 & Std. D = 1.20), (M=2.08 & 1.36), (M=2.32 & Std. D, (M= 2.38 & Std. D = 1.36).respectively.
- ✓ Moreover, mean and standard deviation score, the last row of the above table shows that employees were overall dissatisfied with different aspect of the job they perform (M= 2.68 & Std. D =(1.01).

### **The relationship b/n HRM practices & Employee Satisfaction**

The second objectives of the study sought to examine the relationship between HRM practices and level of employee job satisfaction in Jimma zone sport office in selected woredas. To do so, Pearson correlation was used to examine if there is significant association between HRM Practices & employee job satisfaction. The analysis and interpretation is presented as follows.

**Table42. Relationship b/n HRM Practices & Employee Satisfaction**

<b>N0</b>	<b>variable</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	Recruitment & Selection	<b>1</b>				
<b>2</b>	Compensation		<b>1</b>			
<b>3</b>	Training and Development	442*	375**	367*	1	
<b>4</b>	Performance Appraisal	424*	464	431*	442*	<b>1</b>
<b>5</b>	Employee Satisfaction	<b>433*</b>	<b>485*</b>	<b>441**</b>	<b>564**</b>	

A correlation result has shown in above the Table. Correlations amongst variables are positive.

Correlation interpretation is based on following five classical rules introduced by Franzblau,

(1985) [\*] to interpret correlation coefficient amongst different variables,

( $r = 0$  to  $0.20$ ) indicates negligible or no correlation.

- ( $r = 0.20$  to  $0.40$ ) indicates positive but low degree of correlation.
- ( $r = 0.40$  to  $0.60$ ) indicates positive moderate degree of correlation.
- ( $r = 0.60$  to  $0.80$ ) indicates positive and marked degree of correlation.
- ( $r = 0.80$  to  $.1.00$ ) indicates positive and high degree of correlation.

- ❖ The study sought to examine the relationship between HRM practices& employee job satisfaction in Jimma zone sport office in selected woredas. To do so, Pearson correlation was used to examine if there is significant relationship between HRM Practices & employee job satisfaction. The analysis and interpretation is presented as follows.
- ❖ As shown in the above table four HRM practices have positive correlation with employee satisfaction in Jimma zone sport offices in selected woredas.
- ❖ The HRM practices have correlation result shows that recruitment and selection practice of the office was found to have low and positive correlation with employee job satisfaction with  $r = 0.433$ ,  $p < 0.05$

- ❖ Similarly, the above correlation result shows that HRM practices like compensation( $r = 0.485, p < 0.05$ ), training & development( $r = 0.441, p < 0.05$ ), and performance appraisal ( $r = 0.564, p < 0.05$ ) this indicates moderate and positive correlation with HRM practices on employee job satisfaction in Jimma zone Sport Office.

### **The effect of HRM practices on employee job satisfaction**

Third objectives the effect of HRM practices on employee job satisfaction the study also sought to examine the effect of HRM practices on employee satisfaction in Jimma zone sport offices Sport; hence, multiple linear regression analysis was conducted

Multiple regression analysis was performed to identify the predictors of JS as conceptualized in the model, inferential statistical technique of multiple linear Regression Analysis (MLRA) was used. Kerlinger and Lee (2000) pointed that multiple linear regression analysis is a statistical method that relates one dependent variable to a linear combination of one or more independent variables. Regression identifies how much each independent variable has an effect on dependent variable. For each Satisfaction indicator separate data were regressed. Multiple linear regression analysis calculates correlation coefficients,  $R^2$ ; it is the proportion of variance dependent variables explained by the independent variables. The contribution of independent variables towards dependent variables is measured by the Beta value and can be explained on the basis of p or t value.

**Table 43 Model Summary<sup>a</sup>**

Model	R	R square	Adjusted R square	Std. Error of the Estimated
1	.742a	.551	.509	.46874

- a. Predictor (constant) recruitment & selection, compensation, training & development, performance appraisal.

Model summary of regression analysis has presented in Table R-Square is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted  $R^2$ , also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. It indicates that 55.1% of

the changes on organizational performance could be attributed to the combined effect of the predictor variables and consequently hypothesis 2 is supported

The HR practices (RNS; COM TND; and PA ; ) in the above model revealed the ability to predict JS (R2= .55.1). In this model value of R2 denotes that 55.1 %of the observed variability in JS can be explained by the HRM practices explicitly RNS; COM TND; and PA. The remaining 44.9% percent is not explained which means that the rest 44.9% percent of the variation of JS is related to other variables which are not depicted in the model. This variance has highly significant as indicated by the F value (F=13.231and P <0.01).

**Table44. ANOVA<sup>a</sup>**

Model	Sum of Square	Df	Mean Square	F	Sig. (p) value
1,regression	14.535	5	2.907	13.231	.000b
Residual	11.865	54	.220		
total	26.400	29			

- Dependent variable; job satisfaction
- Predictor (constant) recruitment &selection, compensation, training &development, performance appraisal.

**Table45 Coefficients<sup>a</sup>**

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig. (p) value
	$\beta$	Std. Error	Beta		
(Constant),	3.003	1.129		2.661	.010
Recruitment & selection	.325	.200	.221	1.622	.111
Compensation practice	0.180	.157	.120	1.147	.257
Training and development	.228	.126	.189	1.815	.075
Performance appraisal	.290	.078	.526	3.730	.000

- The Above Table indicates that the model explains the most possible combination of predictor variables that could contribute to the relationship with the dependent variable. The regression equation established that taking all factors into account (recruitment & selection, compensation & training development, performance appraisal and ) constant at zero Job satisfaction in Jimma zone sport office will be 3.003.
- The findings presented also show that taking all other independent variables at zero, a unit increase in the recruitment & selection would lead to a 0.325 increase in job satisfaction in Jimma zone sport office in selected woredas and a unit increase in the Compensation practice would lead to a 0.180 increase in the job satisfaction in Jimma zone sport office in selected woredas. In addition, the findings show that a unit increase in training development would lead to a 0.228 increase in job satisfaction in Jimma zone sport office further, the findings shows that a unit increases in the performance

appraisal would lead to a 0.290 increase in the job satisfaction in Jimma zone sport offices in selected woredas

- Overall, (recruitment & selection, compensation & training development, had the insignificant effect on the Job satisfaction in Jimma zone sport office in selected woredas. followed by performance appraisal.
- The above table also shows that COM, RNS, PA and TND is positively influencing on JS.
- For RNS the value of t is 1.622 (p=0.111, p<0.01), COM the value of t is 1.147 (p=0.257, p<0.01), TD the value of t is 1.815(p=0.075, p<0.01, PA the value of t is. 3.730, (P=.000, P<0.01
- Hence, it can be concluded that RNS, TND and COM has insignificant effect on JS,
- But the PA has significant effect on JS.

### **The Multiple linear regression models**

$$Y = \beta_0 + \beta_1 (\text{RNS}) + \beta_2 (\text{COM}) + \beta_3 (\text{TD}) + \beta_4 (\text{PA}) + e \dots \dots \dots \text{Model (1)}$$

Where  $\beta_0$ ,  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$ , and  $\beta_4$ , are the regression co-efficient

JS=  $\beta_0 = -3.003$ ,  $\beta_1 = 0.221$ ,  $\beta_2 = 0.120$ ,  $\beta_3 = 0.189$ ,  $\beta_4 = 0.526$ . This multiple regression equation tells us following results.  $Y = 3.003 + 0.221RS + 0.120 \text{ COM} + 0.189TD + 0.526PA$ .

The regression model shows that if the sport Offices of Jimma zone in selected woredas does not perform HRM practices, employees' job satisfaction would decrease by 3.003%. The most contributing factor in HRM is performance appraisal (52.6%), then, 22.1% recruitment and selection, followed by compensation and training & development with 18.9% and 12.0%, respectively.

### **Scatter plots**

Scatter diagram is used to study the relationship between two variables. It shows what happens to one variable when the other variable changes. For finding the relationship between variables, each pair of independent-dependent variables is plotted in graphical shape, using X-axis for independent and Y-axis for dependent variables. There is positive and linear relationship amongst all the variables with perceived organizational performance, therefore the points in the scatter diagrams are showing a tendency around a straight line. Scatter plots are indicating visible pattern of how two factors vary simultaneously



#### 4.7.3. Multiple linear Regression assumption tests Linear relationship:-

##### 3. Homoscedasticity:- The residuals have constant variance at every level of x.

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

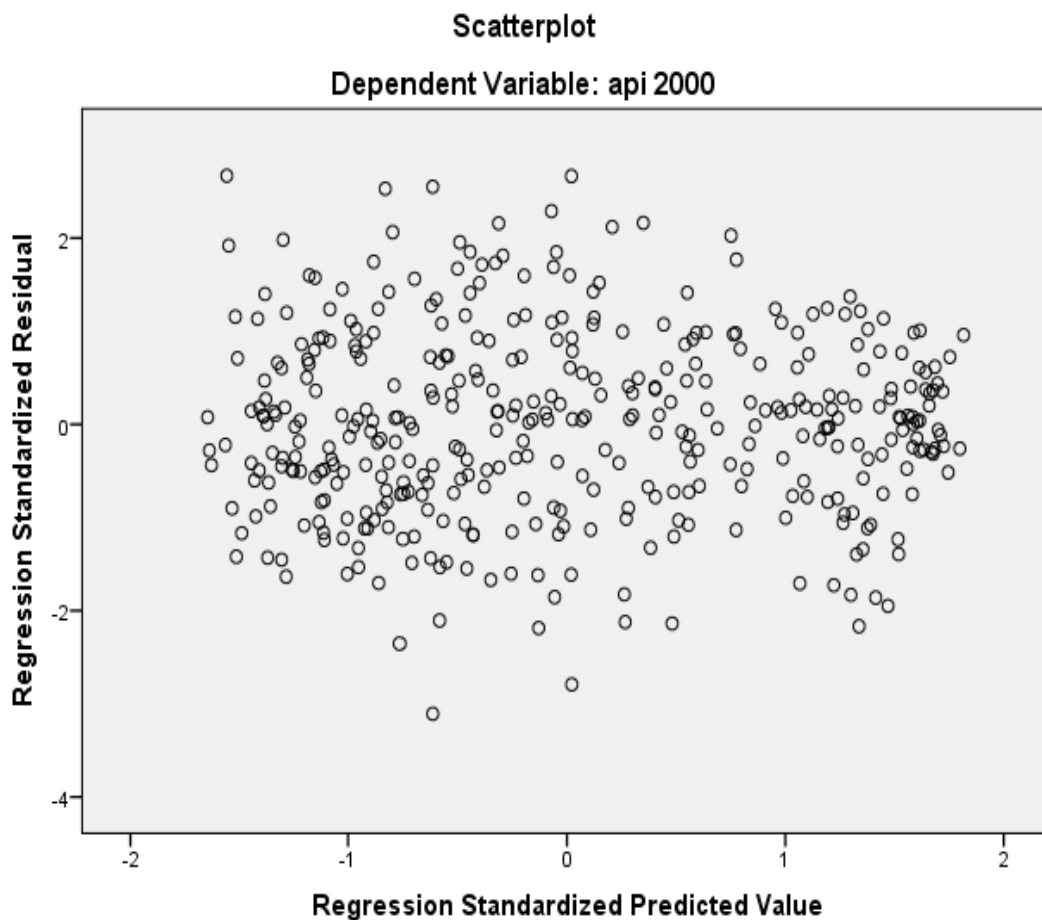
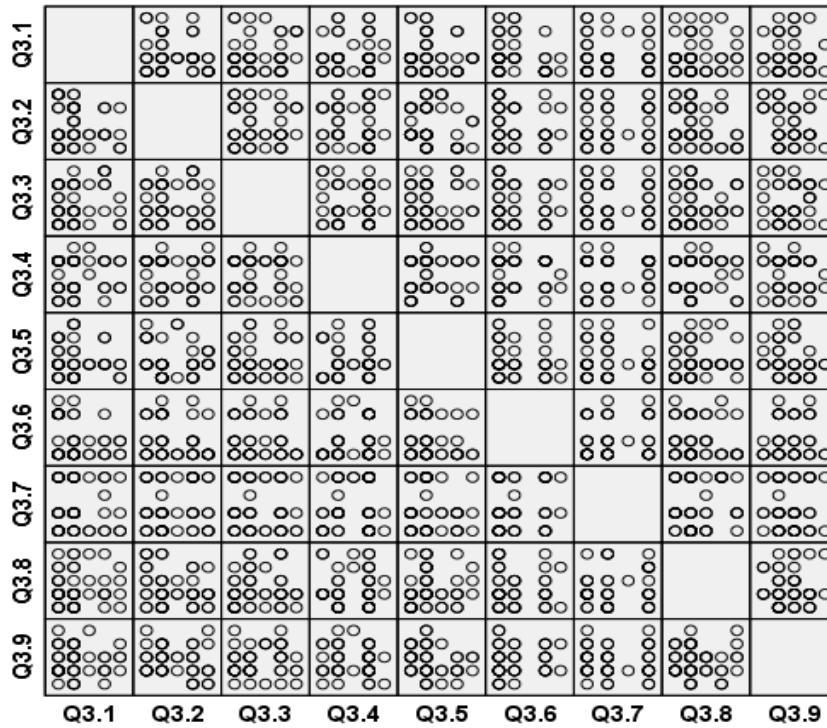


Figure1: Scatter plot

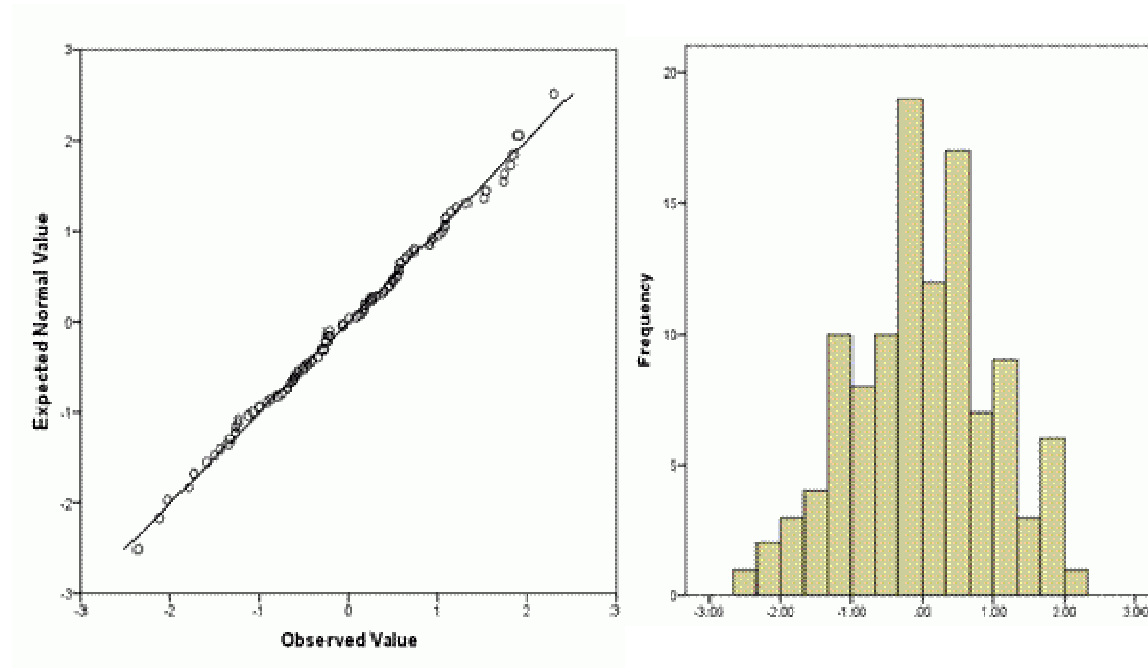
#### 4Normality: The residual



**Figure2: P-p plot**

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

There are two versions of normal probability plots: Q-Q and P-P. I'll start with the Q-Q. The Q-Q plot plots every observed value against a standard normal distribution with the same number of points. We have 9 observations in this data set, and you can see a histogram of the distribution on the right, and the corresponding Q-Q plot on the left.



After regression assumption tests are met, multiple linear regression analysis was run to examine the effect of HRM practices on employee satisfaction in Jimma zone sport office in selected woredas, the result of regression analysis presented as follow.

### **Discussion of finding**

The first objective of the current study was to assess the current status of HRM practices in Jimma Zone Sport office. The researcher compared HRM practices based on the mean and standard deviation scores.

- ❖ The first objectives current status of HRM practices in Jimma Zone Sport office. The researcher compared HRM practices based on the mean and standard deviation scores. The result shows that employees on average disagree that the four HRM practices such as recruitment & selection, compensation, training & development and performance appraisal were performed well. This is shown by the mean value lower that 2.8 which can be regarded as disagree (Scott, 2003). Therefore, it can be concluded that the office was not performing HRM practices in a good method.
- ❖ But according to other studies which states that HRM as the philosophy, policies, procedures, and practices related to the management of people within the organization including human resource planning, job analysis, recruitment, selection,

orientation, compensation, performance appraisal, training and development, and labor relations (Noe, et al, 2007) .

- ❖ The second objectives the study also sought to assess the level of employees' job satisfaction in Jimma zone Sport Office. Hence, the descriptive analysis result shows that level of employees' job satisfaction were dissatisfied with different aspect of the job they perform the respondents indicated that they were dissatisfied assisted given in Jimma zone sport offices in selected woredas.
- ❖ About relationship between HRM practices and level of employees job satisfaction the correlation analysis shows that HRM practices has a positive relation with job satisfaction The maximum correlation ( $r = .564$ ) is existed between PA and JS, followed by the association ( $r = 0.441$ ) between COM and JS; TND and JS ( $r = 0.485$ ); ). All the Correlation between independents and dependent variable was significant at the 0.01 level.
- ❖ The findings of the correlation analysis revealed that level of employee job satisfaction in Jimma zone sport offices is associated with four HRM practices such as recruitment & selection, compensation, training & development, and performance appraisal. Other previous study training and development can principal to more knowledge, skills, abilities and attitudes of employees that enhance and can improve workforce utilization and it will potentially increase employee job satisfaction which was also supported (Priya, et al, 2013).
- ❖ The third objective the study also sought to the effect HRM practices like recruitment and selection, training & development compensation and performance appraisal on employee's job satisfaction in Jimma zone sport offices
- ❖ In another predictor of employee job satisfaction is performance appraisal that leads to pay raise, promotion, and training, it is assumed that well performance appraisal can have an effect on employee job satisfaction (Niaz et al, 2014).
- ❖ HRM practices have a positive relationship with effective human resource i.e. job satisfaction (Yah, et al, 2012
- ❖ Determine the effect of HRM practices in Jimma zone sport offices employees' job satisfaction.

- ❖ The result regression analysis indicated that HRM practices such as recruitment & selection, compensation, training & development, insignificance effect on employees job satisfaction and performance appraisal were found to have significant effect on employee job satisfaction as indicated by adjusted R square = 0.509, F (With DF (5, 54) = f, 13,231,  $p < 0.05$ ) This finding was also supported by other previous studies.
- ❖ The study concluded that HRM practices such as training and development, compensation and benefit measures have a significant effect on organizational commitment and are associated with superior organizational performance and also help in the retention of knowledgeable and skilled employees. (Majumder, 2012)
- ❖ Also conducted in public organizations which investigated the impact of HRM practices on employee's job satisfaction (Masoodul et al, 2013).
- ❖ They found that HRM practices had positive effect on job satisfaction of the employees' public sector. However, the results of the coefficient revealed that individual HRM practices like recruitment & selection, compensation, training & development, and performance appraisal were found to have significant effect on employee job satisfaction.
- ❖ Other studies also supported this finding. For instance, argued that compensation plays vigorous role to attract and retain employees and its relationship with employee satisfaction is found to be significant (Hassan 2013). Findings of this study show that HRM practices such as recruitment & selection, compensation, training & development, and have insignificant effect on employee job satisfaction.
- ❖ Overall, (recruitment & selection, compensation & training development, had the insignificant effect on the Job satisfaction in Jimma zone sport office in selected woredas. followed by performance appraisal. Hence, it can be concluded that RNS, TND and COM has insignificant effect on JS. but the PA has significant effect on JS.
- ❖ He argue that performance appraisal leads to pay raise, promotion, and training, it is assumed that better performance appraisal can have an effect on employee job satisfaction (Hassan 2013).
- ❖ But performance appraisals have significant effect on employees' job satisfaction.
- ❖ In another study the effectiveness of performance appraisal systems on employees proved that performance appraisal systems have positive effects on the performance of employees job satisfactions (Shad rack M.Kamencu 2011).

## CHAPTER FIVE

### SUMMARY

The main purpose of the study was to examine the effect of human resource management practices on employee job satisfaction in Jimma zone sport office in selected woredas. To this effect, the investigator draws, the below mentioned summary. These were; the finding of the study shows that Jimma zone Sport Office is not performing HRM practices in a good method. This is shown by the mean value lower than 2.8 which can be regarded as disagree (Scott, 2003) for all HRM practices. In relation to recruitment and selection, low level of performance was due to not filling situations from qualified employees internally; the selection system on follow highly scientific and rigorous procedure; and the applicants are not fully informed about the qualifications required to perform the job before being hired.

With regard to compensation, there are poor practices such as compensation and incentives system are not clear and specific to the employees, Profit sharing/bonuses used as a mechanism to reward high performance, and compensation packages do not encourage employees to achieve organizations objectives. In addition, training & development practices are not performed well because of activities like lack of training which incorporates the interests of the organization as well as the individual, training needs identified are not realistic, useful and based on the business strategy of the organization, employee do not pass through various training program every year, and lack of budget dedicated to training and development every year. Finally, performance appraisal activities were not well done due to specific activities such as including lack of using appraisal data for decision making like promotion, job rotation, training, compensation, transfers & discharge; lack of corrective measures for under-performance; and no well-defined performance management strategy.

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

However, employees are moderately satisfied by job aspects such as level of participation in decision making, and self-directed work teams. The study also sought to examine the relationship between HRM practices and employees, job satisfaction in Jimma zone Sport Office in selected woredas.

The findings of the study revealed that employees' level of job satisfaction in the office was associated with four HRM practices such as recruitment & Selection, compensation, training & development, and performance appraisal. Therefore, it can be concluded that employees' job satisfaction is correlated to how well the office performs human resource administration activities such as recruitment & selection, compensation, training & development, and performance appraisal. This suggests that HRM practices like Recognizing and rewarding employees; selecting employees based on having the desired knowledge, skills and attitude; providing training which incorporates the interests of the organization as well as the individual and providing employees with performance based feedback and counselling contributes to employees' job satisfaction level in Jimma zone sport office in selected woredas. The findings of the study shows that HRM practices such as compensation, training and development, and performance appraisal were found to have combine significant effect on employee job satisfaction in the Jimma zone sport office in selected woredas.

HRM practices were found to have significant effect on employee job satisfaction. For instance, compensation plays vigorous role to attract and retain employees and its effect with employee satisfaction is found to be important. Training and development can lead to greater knowledge, skills, abilities and attitudes of employees that enhance workforce utilization and it will potentially increase employee job satisfaction.

Performance appraisal leads to salary raise, promotion, and training, it is expected that better performance appraisal can have an effect on employee job satisfaction.

## **CONCLUSION**

The finding of the study shows that in Jimma zone sport offices is not performing HRM practices in a good manner. This is shown by the mean value lower than 2.8 which can be regarded as disagree (Scott, 2003) for all HRM practices. The study revealed that a HRM practice has significant effect on Job satisfaction. It can be attributed to HRM practices including recruitment and selection, compensation. Training and development, performance based on the

results, the researcher concluded that the effectiveness of implementing HR practices in the sport office does indeed have a major effect towards the Jimma zone sport office satisfaction. HRM practices. Relation to recruitment and selection, low level of performance was due to not filling situations from qualified employees internally; the selection system on ot follow highly scientific and rigorous procedure; and the applicants are not fully informed about the qualifications required to perform the job before being hired. With regard to compensation, there are poor practices such as compensation and incentives system are not clear and specific to the employees, Profit sharing/bonuses used as a mechanism to reward high performance, and compensation packages do not encourage employees to achieve organizations objectives. In addition, training & development practices are not performed well because of activities like lack of training which incorporates the interests of the organization as well as the individual, training needs identified are not realistic, useful and based on the business strategy of the organization, employee do not passes through various training program every year, and lack of budget dedicated to training and development every year.

Thus, this form of analysis could help organizations to realize and be more aware of the importance of human resource practices and the need to integrate and align HR into the sport offices strategic plan. The finding of the study also revealed that employees are dissatisfied with different aspect of the job they perform. This is because employees were dissatisfied by job elements such as salary and contingent compensation, assistance given by the organization in terms of money, leave, and subscriptions, working environment (like space, light, seating arrangement, & air conditioned), valued & enough recognition for well done work, and job rotation. However, employees are moderately satisfied by job aspects such as level of participation in decision making, and self-directed work teams.

The findings of the study indicates that HRM practices such as Recruitment & selection, compensation, training and development, insignificant effect on employee job satisfaction but performance appraisal were found to have joint significant effect on employee job satisfaction in the Jimma zone sport offices. In addition, individual HRM practices were found to have significant effect on employee job satisfaction. For instance, compensation plays vigorous role to attract and retain employees' and its effect with employee satisfaction is found to be significant. Training and development can lead to superior knowledge, skills, abilities and attitudes of employees that enhance work force utilization and it will potentially increase employee job



satisfaction. Performance appraisal leads to pay raise, promotion, and training, it is assumed that better performance appraisal can have an effect on employee job satisfaction.

## **RECOMMENDATION**

From the results of the study the following recommendations has been collected and discussed in this study as followed:

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

- The findings of the study revealed that performance appraisal has highest effect on employees' job satisfaction. Therefore, the researcher recommends that other HRM practices such as recruitment and selection, compensation, and training & development require a lot more to do. Improvement may include activities such as applying highly scientific and rigorous selection system, using pay and bonuses as a mechanism to reward higher performance, making of compensation and incentives systems clear and specific to the employee, and taking corrective measures for under-performance

### **Suggestions for Future Research Studies**

Future researchers should also consider moderating and or mediating variables such as organization culture, organization climate, leadership, labor market, motivation factor and regulatory environment either similar context or different contexts, also consider on different types of HRMP.

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# APPENDICES

## JIMMA UNIVERSITY

### SPORT ACADEMY

#### DEPARTMENT OF SPORT SCIENCE

##### Survey Questionnaire for sport directors, administrative and experts

##### Dear Respondents,

I would like to express my deepest appreciation for your generous time, honest and prompt responses.

##### Objective

This questionnaire is designed to gather data about the effect of Human Resource Management practices on employees' job satisfaction in Jimma zone sport commission in some selected woreda. The information will be used as primary data in my case study I am conducting as a partial fulfillment of Master's Degree in Sport Management at Jimma University. The data you provide are believed to have a great value for the success of this research.

Thank you in advance for your honest cooperation!!

##### General Instructions

- No need of writing your name
- In all cases where answer options are available please tick (√) in the box provided

##### Section 1: Demographic Information

1. Sex: Male -----Female -----

2. Age:

- 20 –30 -----
- 31 –40 -----
- 41 –50 -----
- 51 –60 -----
- 61and above -----

3 Marital status:

- Unmarried-----
- Married -----
- Divorced -----

1. Education level:

- Certificate-----
- Diploma-----
- Degree -----
- MA/SC and above-----

**Part 2: HRM practices scale**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Strongly Disagree (SDA)</b>	<b>Disagree (DA)</b>	<b>Neutral (N0)</b>	<b>Agree (A)</b>	<b>Strongly Agree(SA)</b>

Using the scale above (1 –5) please tick (√) the levels of agreement in each of the items below with regards to the HRM practices of your organization

No	Recruitment and Selection	1 SDA	2 (D A)	3 (N 0)	4 (A )	5 SA
<b>1</b>	In this organization, appointments are based on merit.					
<b>2</b>	In this organization, applicants are fully informed about the qualifications required to perform the job before being hired.					
<b>3</b>	In this organization, the selection system followed is highly scientific and rigorous.					
<b>4</b>	In this organization, there is formal induction, orientation and familiarization process designed to help new recruits					

	understand the Organization.					
5	In this organization, line managers and HR managers participate in the selection process					
6	In this organization, selection system selects those having the desired knowledge, skills and attitude.					
	<b>Compensation (pay)</b>					
1	In this organization, pay improves performance					
2	In this organization, employees are rewarded based on performance.					
3	In this organization, compensation packages encourage employees to achieve organization's objectives.					
4	In this organization, employees are recognized and rewarded appropriately in this organization.					
5	In this organization, profit sharing/bonuses are used as a mechanism to reward higher performance.					
6	In this organization, compensation and incentives systems are clear and specific to the employees.					
	<b>Training and Development</b>					
1	In this organization, training needs are discussed with employees.					
2	In this organization, there is a training strategy and coherent training program.					
3	In this organization, training incorporates the interests of the organization as well as the individual.					
4	In this organization, every employee goes through various training program every year.					



5	In this organization, there is a budget dedicated to training and development every year.					
6	Training needs identified are realistic, useful and based on the business strategy of the organization.					
	<b>Performance Appraisal</b>					
1	In this organization, employees are provided performance based feedback and counseling.					
2	In this organization, the appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge.					
3	In this organization, there are corrective measures for under-performance.					
4	In this organization, appraisal system is growth and development oriented.					
5	In this organization, there is a well-defined performance management strategy.					
6	In this organization, there is regular appraisal for promotion.					

***Section 3: Employee Job Satisfaction***

NO	Employee Job Satisfaction	1	2	3	4	5
		HD	D	N	S	HS
1	I am happy with assistance given by the organization in terms of money, leave, subscriptions.					

2	I am happy with level of participation in decision making.					
3	The organization provides comfortable working environment (space, light, seating arrangement, air conditioned)					
4	I am satisfied with the empowerment in my job assignments.					
5	I feel I am valued and enough recognition for well done work.					
6	I am satisfied with self-directed work teams to which I belong.					
7	I am happy with my salary and contingent compensation					
8	Job rotation is satisfactory in the organization.					