

# MEKELLE UNIVERSTIY



COLLEGE OF BISUNESS ECONOMICS

SCHOOL OF MANAGEMENT

PROGRAM MASTERS OF BUSINESS ADMINISTRATION

ASSESSMENT OF EMPLOYEES' PERCEPTION TOWARDS  
HUMANRESOURCE MANAGEMENT PRACTICES

A CASE STUDY OF SELECTED IN EDUCATION OFFICE IN  
ABERGELE YECHILA WEREDA CENTRAL ZONE REGION  
TIGRAY, ETHIOPIA

REQUIREMENT FOR THE AWARD OF DEGREE OF MASTERS  
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BY: HADUSH GEBREMARIAM HAGOS

IDN<sub>0</sub>-CBE/PE/ABI-ADI 0012/12

ADVISOR HAYELOM NEGA (PRO, ASS.)

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Assessment of Employees' Perception towards Human Resource Management Practices: A Case Study Of Selected In Education Office in Abergele Yechila Wereda Central Zone

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A Thesis to the college of business and economics school of postgraduate Studies partial fulfillment of the requirement for the degree of

MASTER OF BUSINESS ADMINISTRATION (MBA)

Hadush Gebremariam Hagos

May 2025 E.C

**MEKELLE UNIVERSITY**

**POST GRADUATE PROGRAM DIRECTORATE**

I hear by certify that I have read and evaluated this Thesis entitled Assessment of Employees' Perception towards Human Resource Management Practices: A Case Study of Selected Sector in Abergele Yechila Wereda, central Zone prepared under my guidance by Hadush Gebremariam. I recommend that it be submitted as fulfilling the thesis requirement.

Hayelom Nega Hailu (Ass.Prof.) Signature \_\_\_\_\_ Date \_\_\_\_\_ Major Advisor

As a member of the Board of the Examiners of the MBA Thesis Open Defense Examination, I certify that I have read and evaluated the Thesis prepared by Hadush Gebremariam and examined the candidate. I recommend that it be submitted as fulfilling the thesis requirement for the degree of Masters of Business Administration (MBA).

\_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Chair person

\_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Internal examiner

\_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

External examiner

Final approval and acceptance of the Thesis is contingent upon the submission of its final copy to the Council of Graduate Studies (CGS) through the candidate's department or school graduate committee (DGC or SGC).

## **DECLARATION**

I declare that this research report is my own work and has never been presented for any award.

Name: Hadush Gebremariam Hagos

IDNo: PG/MBA/0012/2012

Signature \_\_\_\_\_ Date \_\_\_\_\_

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## **ACRONYMS AND ABBREVIATION**

FDRE: Federal Democratic Republic of Ethiopian

HR: Human Resource

HRD: Human Resource Development

HRM: Human Resource Management

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## **ABSTRACT**

*The aim of this study was to determine how Abergele Yechila Wereda Central Zone employees felt about HRM practices. When implementing these internal standards, the sector encountered issues with formal follow-up following training, unjust promotions and salaries, and restrictions on employee participation in decision-making. Data was collected from operational staff members and team leaders. Using a cross-sectional survey method, the researcher employed both quantitative and qualitative research methods. To make the sample more typical of the population, the researcher utilized stratified sampling to choose a sample from each stratum using a sample size determination table. To analyze the data collected utilizing various data collection methods, the researcher employed both descriptive and inferential statistics. To gather primary data, five Point Likert-Scale questionnaires were used. 90 completed replies were sent back. To evaluate the empirical data gathered from the closed-ended questionnaire, SPSS 20 was utilized. The dependent variable is employee performance, while the independent variables include hiring and selection, training and development, pay, employee relationships, and performance reviews. The dependent and independent variables' mean, frequency, and percentile were calculated and analyzed. The correlation result showed that all of the independent variables, with the exception of the compensation variable, had a positive relationship with the dependent variable, meaning that any change in the independent variable would result in a corresponding change in the performance of employees. It also showed that the independent variables had a 70% influence on the dependent variable, with the remaining 29.2% being influenced by factors not included in this study. Researchers should also use the results of this study to further empirical research in the field of human resources.*

**Keywords:** Recruitment and Selection, Training and development, Compensation, Employeesrelationship, Performance Appraisal, Employees' Performance.

# CHAPTER – ONE

## 1. INTRODUCTION OF THE STUDY

### 1.1. Background of the Study

In the education sector, where employee performance and morale have a direct impact on service delivery, effective HRM strategies are especially important. With a move toward employee-centric strategies and the adoption of evidence-based management methods, there is a growing global acknowledgment of the value of human capital.

Human resource management, or HRM, is vital because it guarantees that human capital is properly managed and that any problems pertaining to this resource are resolved. One way to define human resource management is as a strategic, integrated, and cohesive approach to the hiring, growth, and welfare of employees in businesses. Pay, hiring and selection, performance management, organizational growth, healthcare and safety, employee engagement, communication, administrative assistance, and training are some of these concerns (Armstrong, 2010).

According to Noe, Hollenbeck, Gerhart, and Wright (2010), human resource management is a concept, policy, system, and practices that have the potential to influence employee behavior, attitudes, and performance. HRM planning, employee relations, safety and health, performance management, training and development, and staffing are all examples of HRM activities.

Human resources are crucial to a nation's development, particularly competent human resources. The quantity of competent and skilled human resources in a nation is the most important factor in its political, economic, and social-cultural growth. A nation's economic success is not guaranteed by a greater availability of material and financial resources alone; productive and efficient labor is still required (Foot and Hook, 2005).

The term "human resource management" describes the procedures, rules, and systems used by businesses to hire, train, and influence workers' attitudes, behavior, and output in order to meet organizational objectives (Stone, 2008). Effective human resource management is essential to an organization's effectiveness and efficiency. An investigation of an employee's knowledge, skills, talents, and attitudes, as well as their present and future career goals and objectives, is known as performance analysis. It also looks at how well the individual meets organizational expectations. Determining how employee performance aids the firm in achieving its strategic goals and objectives is another benefit of this type of analysis (Gilley, 2009).

Human resource management, according to Susan (2012), is the department inside a business that is responsible for hiring, managing, and guiding its employees. It's also a strategic and all-encompassing approach to managing employees as well as the environment and culture of the workplace. Good human resource management makes it possible for workers to make productive contributions to the general direction of the business and the achievement of its goals and objectives (Susan, 2012). Identifying the number of workers who require particular expertise and abilities (human resource planning), recruiting, selecting, and training individuals to execute their duties and get them ready for the future (training and development), assessing their job (performance management), compensating workers, and fostering a favorable work atmosphere (employee relations) (Noe, 2011).

According to Nelson and Quick (2003), better performance and less employee complaints are the results of a job with strong motivation and cleanliness aspects. Like many other systems, employee performance is unable to function when its constituent parts do not cooperate effectively. Understanding the relationship between the company and its workers is therefore essential to enhancing the organization's capacity to adapt to change. Organizations must comprehend the elements that influence employee performance since doing so will enable them to make decisions that will encourage better performance from their workforce and, consequently, enhance the organization's performance as a whole (Mwangi, 2012). Organizational performance has been demonstrated to be significantly impacted by employee performance. According to Mohammed and Nimalathasan (2011), identifying the factors that influence employees' performance can help improve recruitment, retention, and organizational outcomes. Performance in an employment contract is defined as fulfilling a commitment in a way that releases the performer from all liabilities outlined in the contract.

In Africa, bureaucratic institutions, changing social norms, and scarce resources are all posing problems for organizations. HRM tactics must be flexible and sensitive in this environment to guarantee both employee welfare and efficient talent management.

Accordingly, numerous studies on the effects of HRM practices on employee performance and how to address them have been carried out both in Ethiopia and offshore. Gebregziabher (2009), for example, conducted a study on Ethiopian educational organizations and found that while training and education have a negative impact on employees' performance, age, ability, and motivation had a good impact. Haile (2013) found that training, empowerment, pay, performance reviews, and promotions had a favorable and significant association with employees' performance in the private sector. This was the conclusion of another comparative study on private and public banks.

Ethiopian Revenues Custom and Authority staffs perform at an average level because they are dissatisfied with the current training program's design and delivery, according to a report by Alemayehu (2017). The correlation coefficient indicates that there is a highly significant linear relationship between employee performance and the design and implementation of training that enhances employees' abilities, skills, and knowledge.

Ethiopia is experiencing a period of fast transition due to its expanding economy and emphasis on human development. To ensure a trained and engaged workforce, this calls for a focus on creating and executing efficient HRM procedures.

Amsalu (2017) asserted that the company should increase training to boost employee performance because workers' expertise and abilities may not be up to date with the rapid changes in technology and work processes.

The Tigray region, which is renowned for its resilient community and rich cultural legacy, is currently going through a post-conflict recovery phase. This calls for a thorough grasp of employee needs as well as the application of HR practices that support productive workplaces and stimulate employee involvement.

Based on the aforementioned claims, the researcher might draw the conclusion that HRM practices are crucial in the education sector, impacting employee performance and increased organizational success.

Therefore, producing pertinent evidence through a thorough investigation is crucial for enhancing employee performance. Finding out how HRM methods affect employees' perceptions in Abergele Yechila Wereda's education sector is the aim of the study. The impact of hiring and selection, training and development,

performance reviews, pay and benefits and employee relations on workers' output will be specifically determined.

The Abergele Yechila Central Zone Education Office is critical to providing high-quality education to the region's residents. The passion and pleasure of its personnel are essential to the operation of this critical service.

## 1.2. Statement of the Problem

Human resource management practices (information sharing, thorough training, selective hiring, compensation and incentives, status differences, employment security, decentralization, and team use) have been found to have a positive impact on organizational performance as well as operational performance (quality, cost reduction, flexibility, deliverability, and commitment) (Ahmad and Schroeder, 2003).

Abergele Yechila Wereda's case study, "Practices and Challenges of Human Resource Management in the Education Sector," was carried out by Chekol (2015). The results show that while HRM practices were good in Wereda, they were not based on need assessments and were not implemented according to set criteria and timetables. Additionally, there were issues with recruitment and selection, meaning that they were not merit-based, and there was a lack of training and development programs that could not improve and develop employees' skills and capacities.

While the Education Office of Ethiopia has implemented various Human Resource Management (HRM) policies and procedures aimed at supporting its employees and enhancing organizational effectiveness, there is currently a lack of systematic understanding regarding how these practices are perceived by the employees themselves. This gap in knowledge hinders the Education Office's ability to identify potential areas of misalignment between intended HRM outcomes and actual employee experiences, potentially leading to reduced job satisfaction, diminished commitment, and decreased overall performance. Therefore, this study seeks to assess employees' perceptions of current HRM practices within the Education Office of Ethiopia, to bridge this gap and provide evidence-based recommendations for improving HRM effectiveness and fostering a more positive and productive work environment.

The Education Office of Tigray recognizes the importance of continuous training and development for its employees to ensure they are equipped with the necessary skills and knowledge to effectively fulfill their roles. However, despite investments in various training programs, there is a lack of comprehensive data on how these training and development opportunities are perceived by the employees. This gap in understanding the perceived value, relevance, and accessibility of training programs limits the Education Office's ability to optimize its training investments and ensure that they are effectively meeting the needs of its workforce. Consequently, this research aims to assess employees' perceptions of the current training and development programs within the Education Office to inform evidence-based strategies for enhancing the effectiveness and impact of these initiatives.

Abergele Yechila Wereda is not exempt from the aforementioned issues in the Central zone. The study will focus on the following research gaps: first, the study will not include the recruiting and selection process, pre and post selection criteria, or knowledge-and skill-based selection method. The second focus of this study will be on how problem-solving-based training and development enhances employee performance, how it maintains on-the-job training, and how it plans to evaluate employee performance. The third component of this study will be how employees feel about their salary and other benefits, how their compensation package helps them reach corporate goals, and how it influences their performance. Fourth, the study will concentrate

on how performance reviews are conducted, how fair they are, how to identify employees' strengths and weaknesses in their work, and how feedback is provided. Fifth, none of the aforementioned research addresses employee involvement in organizational decision-making.

The researcher was motivated to investigate how HRM practices affect workers' performance in Abergele Yechila Wereda's Central Zone in light of the aforementioned worries.

### 3. Research Questions

These are specific, answerable inquiries that your research will attempt to address. They guide the entire research process and help you focus our investigation.

1. How does human resource management practices are being implemented in the education office the Wereda?
2. What are the major challenges of human resource management practices in the education office the Wereda?
3. To what extent do HRM practices (selection and recruitment, training and development, performance appraisal, compensation/reward, and employee relationship) affect employees' performances in the education office the Wereda?

#### 1.4. Objectives of the Study

These are the specific goals or aims that you want to achieve with your research. They outline what you want to accomplish by answering your research questions.

##### 1.4.1. General objective

The overall objective of the study is to identify the effect of human resource management practices on employees' perception in Abergele Yechila Wereda Central Zone.

##### 1.4.2. Specific objectives

The specific objectives of this study include

To assess how human resource management practices do does implemented in the education office Wereda.

To identify major challenges of HRM practices in the education office the Wereda.

To assess the extent to which HRM practices affect employees' performances in the education office Wereda.

#### 1.5. Significance of the Study

This study was examined human resource management practices in education employees' in Abergele Yechila Wereda. The study helps those responsible bodies (employees and managers) to identify the strength and weaknesses and take corrective actions to enhance the practice of HRM in the education sector in Abergele

Yechila Wereda. It helps to provide information for the government about the practice of human resource management in the Wereda. It is a significant to give signal to the Wereda education office and other responsible bodies to take remedial, action, and focusing on strengthening capacity regarding human resource management in the Wereda.

The study hopefully would help as a source of reference for those researchers who want to make a further study on the area afterward and it provides the researcher the opportunity to gain deep knowledge in the contemporary practice of human resource management and its challenges.

It may help Wereda to identify the existing gaps between the Practice of Human Resource Management and employees' performance in education sector.

### 1.6. Delimitations of the Study

The study will be delimited to conduct on the effect of human resource management practice on employees' performance particularly in government public sector in Abergele Yechila Wereda in Central Zone of Tigray Regional State. This study was focused on Human resource management practices in each education sector of the Wereda. Education sector of the study Wereda even if there is/are different human resource management Practices; this study focuses on selection and recruitment, training and development, performance appraisal, compensation/reward, and employee relationship of the selected offices of education sector of the study Wereda Abergele Yechila.

The scope of a study on "Assessment of Employees' Perception towards Human Resource Management Practices" defines the boundaries and limitations of the research. Here's a breakdown of typical elements included in the scope:

**Geographic Scope;** where the research will be conducted. This can be a specific conducted at education office's headquarters in Abergele Yechila; the research will focus on employees within the education office operating in Tigray.

**Target Participants;** who the study participants will be. The study population will consist of all full-time employees at education office.

**Specific Areas of Focus;** which specific HRM practices will be assessed. The study will focus on employee perceptions of performance management, compensation and benefits, training and development, and employee relations."

**Methodological Scope;** The research will examine employee perceptions of recruitment and selection processes, onboarding programs, and career development opportunities.

The scope is limited to assessing perceptions of fairness in performance appraisals and the effectiveness of the grievance handling procedure.

**Time Frame;** The period during which the data will be collected and analyzed. Data collection will take place between 20 March 2025 - 20 April 2025 (this means one month)

Briefly mention the research methods to be employed. Data will be collected using a quantitative survey methodology. The research will utilize a descriptive research design to assess employee perceptions.

"This study was assessing the perceptions of all full-time, non-managerial employees at education office's headquarters in Abergele Yechila regarding the organization's performance management, compensation and benefits, and training and development programs.

### 1.7. Limitation of the study

The limitations section of a research paper acknowledges potential weaknesses or shortcomings of the study. Here are common limitations for a study assessing employee perceptions of HRM practices:

- ❖ A small sample size may limit the generalizability of the findings to the entire employee population. If the sample is not representative of the overall workforce demographics the results may be biased.
- ❖ Relying solely on self-report surveys can introduce bias. Employees may provide socially desirable responses or be influenced by their current mood or recent experiences.
- ❖ A cross-sectional design captures employee perceptions at a single point in time. It cannot establish causal relationships between HRM practices and employee outcomes (e.g., engagement, performance).
- ❖ The study focuses on employee perceptions, which may not always align with objective measures of HRM effectiveness (e.g., actual turnover rates, performance metrics).
- ❖ Focusing on a limited number of HRM practices may not provide a comprehensive view of the overall HRM system.
- ❖ The study may not fully account for contextual factors that can influence employee perceptions, such as organizational culture, leadership style, or industry-specific challenges.
- ❖ If the study involves a diverse workforce, language barriers or cultural differences may affect participants' understanding of the survey questions or their willingness to provide honest responses.
- ❖ A low response rate can introduce non-response bias, potentially skewing the results if those who chose not to participate differ significantly from those who did.
- ❖ Although efforts are made to minimize bias, the researcher's own assumptions or experiences could influence the interpretation of the results.

"This study has several limitations that should be considered when interpreting the findings. First, the relatively small sample size may limit the generalizability of the results to the entire employee population of education office. Second, the reliance on self-reported survey data is subject to potential response bias, such as social desirability. Third, the cross-sectional design precludes any conclusions about causal relationships between HRM perceptions and employee outcomes. Finally, the study focused solely on perceptions of performance management and compensation, and future research could explore other HRM practices such as training and development or work-life balance initiatives. Future research could also employ a longitudinal design to examine changes in perceptions over time and their impact on employee performance."

The researcher is faced of limitation conducting the study, Lack of sufficient time to get information sources and shortage of access like Internet service, computer center and reference books etc.

## 1.8. Definition of key Terms

Compensation - is the human resource management function that deals with every type of reward individuals receive in exchange for performing organizational tasks.

Employee relations - is referred to as creating a positive work environment in which employees provide manual and mental labor in exchange for rewards by employers. Human resource management: is a strategic and coherent approach to the management of an organization's most valued assets, the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006).

Performance Appraisal - is the systematic evaluation of employees' performance and potential for development during a certain period by supervisors or others who are familiar with their performance (Dessler, 2010).

Performance - means the process where employees with their engagement of knowledge and skills perform the work through the realization of their objectives effectively (Osman & Maliki, 2012).

Recruitment - is the process of generating leads, inviting candidates, interviewing candidates, making offers, and hiring (Armstrong, 2006).

Training - is the planned and systematic modification of behaviour through learning events, programs and instruction, which enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively (Armstrong, 2006).

## 1.9. Organization of the Study

This work is organized into five chapters. The first chapter is the introductory chapter and it comprises; background to the study, statement of the problem, research questions, the research objectives, the significance of the study, delimitation, limitations, definition of the key terms, and organization of the study. Chapter two provides a review of related literature for the subsequent chapters and an extensive review of existing research works on the concepts and theories, which give a better understanding of the subject matter. Chapter three encompasses the methodology of the study. It provides for research design; procedure and method, the population covered by the study, description of the study area, sampling techniques, instruments, data collection procedure, and analysis. Chapter four provides data analysis, presentation, and interpretation. The fifth chapter contains a summary, conclusions, and recommendations.

# CHAPTER – TWO

## 2. REVIEW OF RELATED LITERATURE

### 2.1. Introduction Review of Related Literature

In the previous chapter, a brief overview of the components in the research was given. The purpose of this chapter is to present an understandable explanation of human resource concepts, human resource practices, empirical literature and conceptual framework from various sources to support the research theoretically. The relevant HRM concepts can explain benefits of undertaking effective HRM practices in organizations.

This literature review explores existing research on employees' perceptions of Human Resource Management (HRM) practices, focusing on the specific context of developing countries, particularly in post-conflict environments. The review aims to provide a theoretical foundation for the case study conducted in the Abergele Yechila Central Zone's Education Office in Tigray, Ethiopia.

### 2.2. Theoretical Framework

The study draws upon key theoretical frameworks in HRM to understand the relationship between HRM practices and employee perceptions. These include:

- **Resource-Based View (RBV):** This theory posits that organizations gain a competitive advantage by strategically managing their resources, including human capital. Effective HRM practices are seen as essential for attracting, developing, and retaining valuable employees, thereby contributing to organizational success.
- **Social Exchange Theory:** This theory suggests that individuals are motivated by the perceived fairness of exchanges in relationships. In the context of work, employees are more likely to be satisfied and engaged when they believe their contributions are reciprocated by their organization through fair treatment, opportunities for growth, and a supportive work environment.
- **Equity Theory:** This theory focuses on the perceived fairness of outcomes relative to inputs. Employees are motivated to maintain a sense of equity in their relationships with their employers. Inequities, such as perceived unfair compensation or promotion practices, can lead to dissatisfaction and decreased productivity.

#### 2.2.1. The Concept of Human Resource Management

HRM is an American concept HRM can define as the policies and practices required to perform the routines of human resources in an organization, such as employee staffing, staff development, performance management, compensation management, and encouraging employee involvement in decision-making (Armstrong, 2010). Employees are resources in organizations, and as such they need to be trained and developed properly in order to achieve an organization's goals and expectations (Brewster, 2007). The initial development of the human resource management concept is based on the effective utilization of people, and to treat them as resources leading to the realization of business strategies and organizational objectives (Zhu, Warner & Rowley, 2007). Human resource management contributes to create high performance work systems by linking various employees in different departments in the same organization (Brewster, 2007).

Human resource management (HRM) is concerned with all aspects of how people are employed and managed in organizations. It covers the activities of strategic HRM, human capital management, knowledge management, corporate social responsibility, organization development, resourcing (workforce planning, recruitment and selection and talent management), learning and development, performance and reward management, employee relations, employee well-being and the provision of employee services (Armstrong, 2010).

All HR activities are dependent upon the managers' efforts to formulate and implement the organizational strategy (Wei & Lau, 2005). Human resource management refers to the policies, practices, and systems in organizations for recruiting and developing their employees, as well as influencing their behavior, attitudes, and performance to achieve the organizations' goals (Stone, 2008). Human resource management competency contains an organization's ability to recruit, train and develop, maintain and utilize prospect-oriented employees with their capacities in a way that they comply with their organization's goals (Zaugg & Thom, 2003). Many authors explain as human resource management knowledge and function. Keegan & Boselie (2006) argue that human resource management is a social construction, and it works as a form of social action in structuring employment relations. From that standpoint, people can understand that human resource management plays a social role in managing relationships between employers and employees in their organization.

In developing country their human resource management practices, some Chinese locally owned organizations face and experience the transition from personnel management to human resource management (Zhu et al., 2008). These three types of management functions are very different theoretically and practically. Talent management focuses on managing people in strategic roles in their organization, and it is the integrated and systematic process of engaging employees with potential competency (Kock & Burke, 2008). One of the sub-questions requires the respondents to give their views on the implementation of their human resource management practices.

#### 2.2.1.1. Concept of Employee Performance

Organizations are undergoing a transformation for coping against the changing needs of the environment and excelling in the business by building up their adaptive capabilities for managing change proactively. Sustainability of business organization is depends on talent, skill, knowledge and experience of employees and on their performance (Armstrong, 2009). Performance is the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. Employee's performance is the contribution of employees for the achievement of organization objective. Employees expected to perform acceptable level of the standard and managers follow up, and evaluate the performance of employees to attain the stated objective of an organization (Armstrong, 2009).

#### 2.2.1.2. Human Resource Process

The HRM process is discussed in three stages human resource management formulation, HRM implementation, and HRM evaluation/auditing/monitoring. The human resource management process becomes strategic in influencing organizational decision-making. Utilizing human resource management practices and policy will determine the formulation and implementation of the human resource management process, and the control perspective is defined by human resource management practices in order to regulate employees' performance within organizations as well as avoiding internal conflicts (Andolsek & Stebe, 2005).

### 2.2.1.3. Human Resource Management Formulation

The design of human resource management policy is an initially important step to develop HRM process in an organization. To design an effective human resource management policy, human resource management needs to create the conditions, which authorize the utilization of human capital. HRM policy can be the central role in setting business performance in organizations, and it is an important stage in formulating an effective human resource management system for employees to comply with and operate by in order to complete their tasks in the appropriate way (Chandra kumara & Sparrow, 2004).

According to Godard (2009), there are four different types of HRM practices: traditional human resource management practices, new human resource management practices, contingent pay schemes, and alternative work practices. Traditional human resource management practices focus on maintaining a competent and stable work force and minimizing problems such as turnover, absenteeism, and strikes (Godard, 2009).

New human resource management practices focus on developing a highly committed and performance-oriented organization, and the purpose of new human resource management practices includes values-based selection, team skill training, performance appraisals, career development, and continuous learning (Godard, 2009). Contingent pay schemes focus more attention on employee self-interest rather than commitment; thus, they are considered as 'human resource management best practices' (Godard, 2009). Alternative work practices are 'flexible' work forms in organizations, including autonomous or semi-autonomous teamwork, cross-training, and job rotation (Godard, 2009). Specific HRM practices are used to enhance employee activity and performance; as well as selective staffing, training and providing equitable rewards (Rodwell & Teo, 2004).

### 2.2.1.4. Human Resource Management Implementation

This section focuses on the sub-question of responsible involvement for developing and implementing HRM practices. Most line managers have limited HR or HR-related knowledge, but line managers need human resource management knowledge in their interaction with their employees (Perry & Kulik, 2008). From the literature review, it can be seen that implementing the human resource management process improves managers' HR knowledge in both decision-making, and employee empowerment. HR activities to be performed by line managers, including design of training programs, HR budgeting, provision of coaching and mentoring initiatives, and creating positive working conditions (Watson & Maxwell, 2007).

Involvement of senior managers is also importantly relevant to implement the human resource management process. Senior managers are mostly looking at their organization's strategic force and development of organizational effectiveness; thus senior managers play their roles as long-term planners, and need effective communication techniques to communicate with their employees to make them understand what their managers want them to achieve for their organizations (Maxwell & Farquhar son, 2008).

### 2.2.1.5. Human Resource Management Evaluation

The evaluation of human resource management effectiveness looks at the 'fit' of human resource management activities with an organization's business strategy, and the integration of human resource management, is the 'fit' between human resource management policy and practices and the organization's strategic direction (Gibb, 2000). HRM evaluation has the purpose of examining employees' actions and performance, against their organization's requirements (Fleetwood & Hesketh, 2008). Thus human resource management

contributes to creating an organization's competitive advantage, and human resource management evaluation properly configured gives a competitive strategy through using, motivating and monitoring employee performance to accomplish the organization's goals (Wang & Shyu, 2008).

#### 2.2.1.6. Human Resource Management Practices

Employees have expectations regarding HR functions, including recruitment, selection, training and development, motivation, and termination in their organization and the role of HRM has an important effect on HR practices (Antila & Kakkonen, 2008). Successful organizations are those that value, develop and nurture their human capital to achieve their organizational goals and objectives.

The HRM practice are desire to improve the knowledge, skills and ability of employees, boost their motivation, minimize or eliminate loitering on the job and enhance the retention of valuable employees. The present study identifying the following HRM practices namely, selection and recruitment, training and development, performance appraisal, and employee relationship that impact on employees' performance in Abergele Yechila Wereda Central Zone is examining carefully in details.

#### 2.2.1.7. Recruitment and Selection Practices

Ensuring that the right people are in the right place at the right time is a critical factor in gaining and maintaining competitive advantage. Recruitment which is the process of generating a pool of capable people to apply for employment to an organization and selection which is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s) given management goals and legal requirements" (Bratton and Gold, 2007). Effective recruitment relies on the degree to which overall management philosophy supports and strengthens an approach to HRM that focuses on the deployment and development of new employees once they have gained entry to an organization.

Organizational performance was measured through financial stability and productivity, but when we have to relate human resource planning with the organizational performance, than we consider some of other variables like efficiency and effectiveness, employee motivation, job satisfaction, trust on employees (cho, Woods, & Mayer, 2005)

Human resource plan was surrounded by three basic level practices that can increase the employee performance:

- ✓ To increase the knowledge, skills and abilities among employees.
- ✓ To enhance their empowerment like giving them employment security and organize some participation programs for employees.
- ✓ To give them motivation through both incentive means like giving them compensation and benefits, and also

Recruitment and selection is the process that consists of four different stages that are defining requirements, planning recruitment, attracting candidates and selecting candidates (Armstrong, 2010). An organization has two sources of labour supply-the internal and the external labour market. Internal recruitment involves words-

of-mouth, recommendation or notice board advertisements. In contrast, recruitment in the external labour market involves different ways: advertising, job centers, employment agencies, walk-in and professional associations (Sisson and Storey, 2000). Recruitment and selection has become ever more important as organizations increasingly regard their workforce as a source of competitive advantage. It was often claimed that selection of workers occurs not just to replace departing employees or add to the number but rather aims to put in place workers who can perform at a higher level and demonstrate commitment (Ballantyne, 2009). This function of HR is presented as a planned rational activity made up of certain sequentially linked phases within a process of employee resourcing, which itself may be located within a wider HR management strategy.

#### 2.2.1.8. Training and Development

A formal definition of training and development is any attempt to improve current or future employee by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. While training is seen to be the process of imparting specific skills, development is said to be the learning opportunities designed to help employees grow.

According to (Armstrong, 2010) training is the formal and systematic modification of behaviour through learning, which occurs because of education, instruction, development and planned experience. Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone, 2002). For training to have a better effect on performance, its design and delivery should be well executed. The organizational commitment or "the relative strength of an individual's identification and involvement in a particular organization" (Pool & Pool, 2007) depends on effective training and development programs. Training and education have been shown to have a significant positive effect on job involvement, job satisfaction, and employees' performance (Karia & Asari, 2006).

As supported by the literature, training and development is an essential function in human resource management; and it plays a key role in giving employees an opportunity to improve their performance, and to gather more understanding of their organization's expectations and future directions. The importance of training and development is to recognize an organization's skill gaps; the gaps are between the skills which existing employees have and the skills which their organizations require them to learn or improve (Holland & Cieri, 2006). Training and development helps the organization's management meet its HR needs and requirements as well as improving their market value (Nel et al., 2008). The purpose of training and management development programs is to improve employee performance and organizational capabilities. The knowledge and skills of its employees, the investment is returned in the form of more Productive and effective employees. Training and development programs may be focused on individual performance or team performance. The creation and implementation of training and management development programs should be based on training and management.

Training and development in personnel control can be utilized to adjust antecedent conditions of performance including KSAs, and employee values and motives (Teo, Lakhani, Vrown & Malmi, 2008). There are many different training and development methods on job training namely; informal training, classroom training, internal training courses, external training courses, skills training, product training just to mention but a few, all these are some of the available to use and apply to individual training needs and organizational training needs.

#### 2.2.1.9. Performance Appraisal/ Management

Performance appraisal of employees is the systematic evaluation of employees' performance and potential for development during a certain period by supervisors or others who are familiar with their performance. Performance appraisal means evaluating an employee's current and/or past performance relative to his or her performance standards (Dessler, 2010). The performance appraisal process contains three steps: define the job, appraise performance, and provide feedback. Appraising performance means comparing the subordinate's actual performance to the standards that have been set. Third, performance appraisal usually requires one or more feedback sessions. Here the supervisor and subordinate discuss the subordinate's performance and progress and make plans for any development required (Dessler, 2010).

However, there has been a great realization that it is more important to focus on defining, planning and managing performance than merely appraising performance (Pareek & Rao, 2006). The increased competitive nature of the economy and rapid changes in the external environment has forced many organizations to shift from reactive performance appraisals to proactive performance management to boost productivity and improve organizational performance (Nayab, 2011). Prasad (2005) defines performance management as the process of planning performance, appraising performance, giving its feedback, and counseling an employee or teams to improve performance.

#### 2.2.1.10. Compensation /Reward /Practices

Compensation is anything that is given to an employee as a reward or return for his/her services or capabilities. Compensation practices have a significant direct relationship with an employee's performance (Hashim & Sarfaraz, 2017). It is concerned with both financial and non-financial rewards and embraces the strategies, philosophies plans and processes employed by organizations to develop and maintain reward systems.

Reward and compensation systems are important HR practices that contribute to performance of individuals and organization. There is positive correlation present between employee performance and compensation practices (Singh, 2004). There is positive relationship of reward policies with the employee performance (Shehzad et al., 2008). The relationship of compensation system and employee's performance leads to an overall performance of organization, so employees should be given incentives, rewards and benefits to encourage them for the betterment of their performance (Durbin, 2008).

#### 2.2.1.11. Employee Relations practices

Employee relations is referred as an economic, social and political relationship in which employees provide manual and mental labor in exchange for rewards by employers (Lewis, 2003). Due to increased global competition over the last three decades, organizations have emphasized on labor efficiency and cost control. Employee relations are concerned with managing and maintaining the employment relationship, taking into account the implications of the notion of the psychological contract. This means dealing with employees either collectively through their trade unions or individually; handling employment practices, terms and conditions of employment and issues arising from employment; and providing employees with a voice and communicating with employees. Employee relations are about how managements and employees live together and what can be done to make that work (Armstrong, 2014)

Employee relation shows the existence of a psychological contract that is different from any other relationships. Organizations should strive to satisfy their employees with good pay, good supervision and

good stimulating work. Employee satisfaction is related to customer satisfaction. There are many national characteristics that influence the way in which firms are organized and managed, for example, as put forward by Porter; attitudes towards authority, norms of interpersonal relationships, social norms of individual or group behavior, and professional standards. Porter places special emphasis on labor management relationships because he believes they are central to the ability of the firm to improve and innovate (Robinson, 2009).

#### 2.2.1.12. Dynamic Role of Human Resource Management

Ulrich (1998. pp. 124-134) cited by Getachew (2016) suggests to HR managers to focus on outcomes and not on traditional HR activities. HR should not be defined by what it does but what it delivers- results that enrich the organization's value to customers, investors and employees. He presents a framework that clearly shows four key roles that human resources professionals must fulfill in order to add the greatest value to the organization. These are:

Strategic partners translate business strategy into action. They identify the underlying model of the company's way of doing business, accountable for conducting an organizational audit, and take the lead in proposing, creating, and debating best practices to be adopted in the organization.

Administrative experts improve processes, apply the principles of reengineering business processes to human resources processes, rethink value creation, rethink how work is performed, and measure human resources results in terms of efficiency (cost) and effectiveness (quality).

Employee champions listen and respond to employees and find the right balance between demands on employees and resources available to employees. They ensure increased contribution from employees by making them committed to the organization. They are the employees' voice in the management discussions.

Change agents have the job of building the organization's capacity to embrace and capitalize on change. They lead transformation by doing it first within the human resources function. They serve as catalysts for change, facilitators of change, and designers of systems for change.

### 2.3. Empirical Literatures

The empirical literature review examines existing studies that have explored employee perceptions of HRM practices in different contexts, including developing countries.

- **Studies in Developing Countries:** This review will explore research focusing on the specific challenges and opportunities of implementing effective HRM practices in developing countries. It will consider factors such as limited resources, bureaucratic structures, cultural differences, and the impact of globalization on HRM practices.
- **Studies in Post-Conflict Environments:** This review will explore research on the unique challenges and opportunities of HRM in post-conflict settings. It will consider the impact of conflict on organizational structures, employee morale, and the need for rebuilding trust and stability.
- **Studies in the Education Sector:** The review will explore research on employee perceptions of HRM practices in the education sector, focusing on factors such as teacher motivation, professional development, and the role of HRM in improving the quality of education.

This section contented the researched papers which are done by other researchers about human resource management practices impact on employees' performance in different countries are discussed below.

According to Saira Hassan (2016) was conducted to determine the impact of HRM practices on employee's performance in the Textile industry of Pakistan. The research findings indicated that HRM practices Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement have a positive impact on employee's performance. Hence, it is proved that independent variables contribute positively towards change in the dependent variable or employees' performance. She concluded that the appropriate level and extent of HRM practices implementation in work place that have direct impact on the achievement employees 'performance by equipped employees with skill, knowledge, motivation, involvement, abilities, empowerment and retention etc.

Mohammad *et al.* (2014) this paper examined the effect of HRM practices toward employee performance in Malaysian Skills Institute (MSI). It investigated the factors recruitment, selection and compensation that affected employee performance in MSI. This research study found out the effect of HRM practices on employee performance. The results of the testing hypotheses indicated that the independent variables significantly correlated with the dependent variable.

Shaukat *et al.* (2015) explored the effect of Human Resource Management on employees 'performance. This study dealt with HRM practices including selection, training, career planning, compensation, performance appraisal, and job definition and employee participation on perceived employee performance. The major findings of this study that all variables were statistically significant relationship with the dependent variable employees 'performance.

Majority of studies conducted in human resources practices particularly in Ethiopia was focused on private sectors but some research was conducted on the public sectors among them.

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

Surafael (2017) stated that generally the pay scale of the Zemen bank & reward management policy does not consider market value and inflation rate respectively, cause of this reason the respondents are not motivated for better performance. Employees are not satisfied by rewards providing by Zemen bank salary, bonus, benefits and buying shareholders and policy has no positive effect. Finally regression and correlation results shows the dependent and independent variable have direct relationship.

In Central zone Abergele Yechila, Wereda is not free from the above problems. The above research gaps and the focus of this study will be first in recruitment and selection, recruitment procedure, pre and post selection criteria, selection system based on knowledge and skill are not included in the study. Second how training and development conducted based on problem solving, how it improve employee performance, it continuity of on job training and schedule evaluation employee performance will be focus of this study. Third employees' satisfaction with amount of payment and other benefits, how compensation package encourage achieving organizational objective and how affect employees' performance will be included in this study. Fourth how performance appraisal follow its period, its fairness, how identity's strength and weakness of employees

performance and how feedback was given will be focused in this study. Fifth employee participation in organizational decision-making is not included in the above studies.

Chekol (2015) conducted studies entitled practices and challenges of human resource management in education sector, the case of Burji Wereda. The findings revealed that in Wereda there was good practice of HRM however not based on need assessment and not implemented as seated criteria and scheduled time, there was problem of recruitment and selection i.e., is not merit based, there was insufficient training and development program that is unable to improving and developing skill and capacity of employees, there was practice of employee performance appraisal system.

Desta (2008) conducted study entitled the Human Resource Management Function in Ethiopia: Focus on Civil Service in Southern Regional Government the finding reveals, better performance of HRM practice compared to centralized administrative system. However, promotion, performance assessment and reward system are not performed well as there are some indications from the findings. Moreover, to some extent the current wage structure and the minimum requirement criteria set by CSA hinder sectors effort to attract the best candidates. Similarly, selection often distorted by interference. The study also depicts the need for additional training, as the performance at the zone and Wereda level is not satisfactory. Besides, in some instance, lack of equal access for training and need assessment is also improper.

The study conducted by Amanuel (2017) found that employees of Ethiopian revenues custom and authority have an average performance level since they were not satisfied with the present design and delivery of the training program. Based on the result the correlation coefficient; there is a highly significant linear correlation between employee performance and training design and delivery through improving employee's skill, knowledge and ability.

According to Amsalu (2017) stated the organization should provide more training to improve its employees' performance since employees' experience and skills might not fit for the frequent changes of work procedures and technology.

Eshetu (2016) conducted study entitled Practices and Challenges of Human Resource Management in Major General Mulugeta Buli Technical College and the study finds that employees generally de-motivated due to lack of transparency of management appraisal.

## 2.4. Conceptual Framework

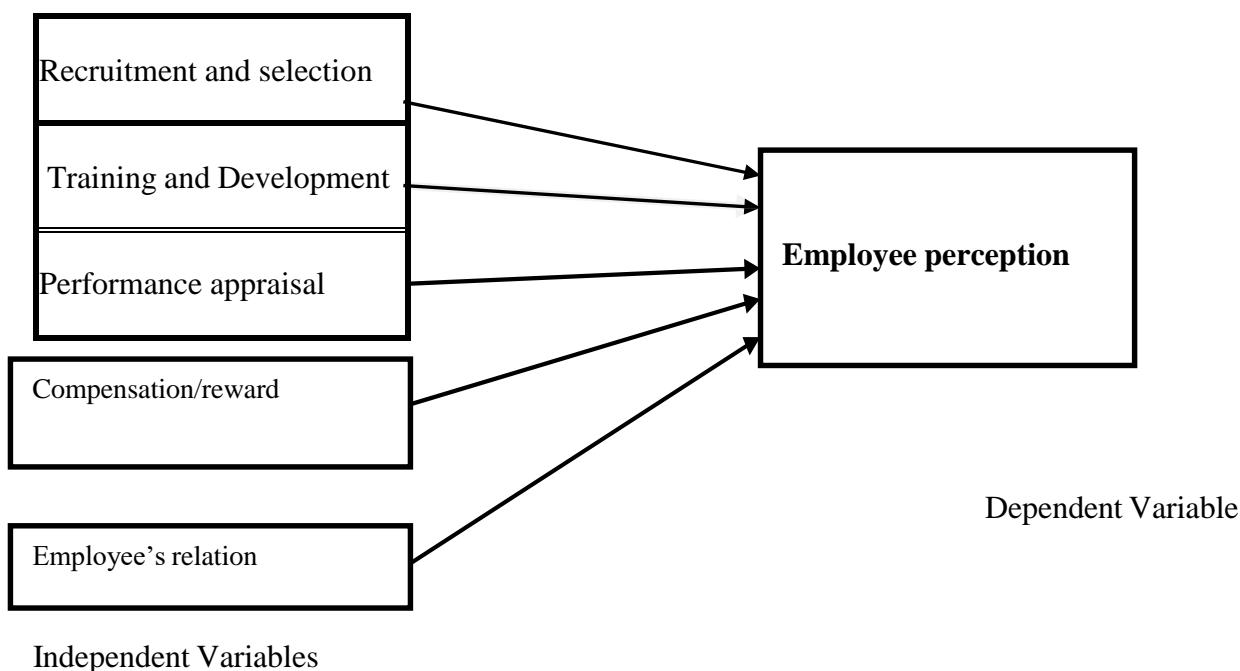
The conceptual framework will synthesize the key theoretical and empirical insights to develop a model that guides the research. It will depict the hypothesized relationships between:

- **HRM practices:** The specific practices that will be investigated (e.g., recruitment, training, performance management, compensation, employee relations).
- **Employee Perceptions:** The key perceptions that will be measured (e.g., job satisfaction, motivation, engagement, fairness, trust).
- **Organizational Outcomes:** The potential impact of employee perceptions on key organizational outcomes (e.g., productivity, service quality, retention).

This literature review section will lay the foundation for your research by providing a clear understanding of the existing knowledge on the topic, framing the theoretical underpinnings of your study, and guiding the conceptual framework for your investigation.

This research study has mainly five independent variables namely selection and recruitment, training and development, performance appraisal, compensation/reward and employee relationship and one dependent variable i.e. Employee performance. The purpose of the study as mentioned above will be to find out the relationship between independent variables and dependent variable. Specifically, the goal of the study is to examine the extent to which selection and recruitment, training and development, performance appraisal, compensation/reward and employee relationship factors affect employees' performance in Abergele Yechila Wereda.

HRM Practices



**Figure 2.4: Research Conceptual Framework**

## CHAPTER - THREE

### 3. RESEARCH METHODOLOGY

#### 3.1. Introduction Research Methodology

This chapter discusses the research design, research approach, target population, sample, sampling techniques sources of data, and instruments of data collection and methods of data analysis.

This section deals with the methods used to collect, analyze and present data to ensure the findings are accurate and relevant to the subject of study.

### 3.2. Description of the Study Area

The study can be conducted at Abergele Yechila Wereda of Central Zone; the study was having been conducted in northern Tigray region, central zone in Wereda Abergele Yechila city Education officer. It has a longitude of 13° 39'N 39°10'E and latitude of 13.650°N 39.167 E. The annual average temperature is 20°C; the annual average rain fall is 28.8 ml. The population in 2007 has total 93,185, except an increase of 59.64% over the 1994 census, of whom 47,512 are men and 45,673 women; 7,035 or 7.55% are urban inhabitants. With an area of 2,407.88 square kilometers. And also average of the weather Yechila is dry kola sunny. Yechila growths of crops are teff, sorghum, maize, barley, etc. Research Design Patton (2011) describes a research design as a structure that is followed in the process of conducting research. It constitutes the blueprint for collection, measurement and analysis of data. Consequently, Francis (2010) defines research design as an organized and systematic way of carrying out research. Qualitative methods allow researchers to extract feeling, emotions, motivations, perceptions, consumer "language" or self-described behavior. Quantitative is a formal systematic approach which incorporates numerical data to obtain information (cooper, 2011).

### 3.3. Research Design

A descriptive research design aims to accurately and systematically describe a population, situation, or phenomenon (Creswell & Creswell, 2017). In this study, the goal is to describe the perceptions of employees within the Education Office regarding their HRM practices. Descriptive research is suitable when the researcher seeks to provide a comprehensive overview of a particular phenomenon (Bryman, 2016). This is relevant here because there is a need to understand the existing perceptions before exploring any potential causes or relationships. To achieve this, a quantitative survey methodology will be employed, utilizing Likert-scale questionnaires to measure employee perceptions of specific HRM practices such as performance management, compensation, training and development, and employees' relationship. If the research goes beyond simple description to investigate potential relationships between employee perceptions and other variables then elements of explanatory research may be incorporated.

The researcher used both inferential and descriptive statistics to analyses data gathered using different data collection method.

### 3.4. Research Approach

This study has use mixed method to combine quantitative and qualitative results. A mixed methods approach is one which employs strategies of inquiry that involve collecting data either simultaneously or sequentially to best understand research problems (Creswell 2003). Concurrent mixed methods procedures are those in which the researcher converges or merges quantitative and qualitative data in order to provide a comprehensive analysis of the research problem. In this design, the investigator collected both forms of data at the same time and then integrates the information in the interpretation of the overall results. Also, in this design, the researcher may embed one smaller form of data within another larger data collection in order to analyze different types of questions (the qualitative addresses the process while the quantitative, the outcomes). The data collection also involves gathering both numeric information as well as text information so that the final database represents both quantitative and qualitative information. Generally, this study for

identify the effects of selected human resource management practices and employees' perception variables in analysis of relationships between independent and dependent variables.

### 3.5. Types and Sources of Data

The researcher used both primary and secondary sources of data for this study.

The assessment of employees' perception towards human resource management in selected education sector Abergele Yechila Wereda, Central zone.

#### 3.5.1. Primary data sources

The primary data sources were those original data collect and analyses by the researcher from the field. These are mainly obtained from the responses of respondents (operational employees, team leaders and managers of selected sector) in Wereda selected sector education, using questionnaires. These groups were selected as they could provide first-hand information based on their positions, responsibilities and their experiences in the practices of human resources management at the Woreda.

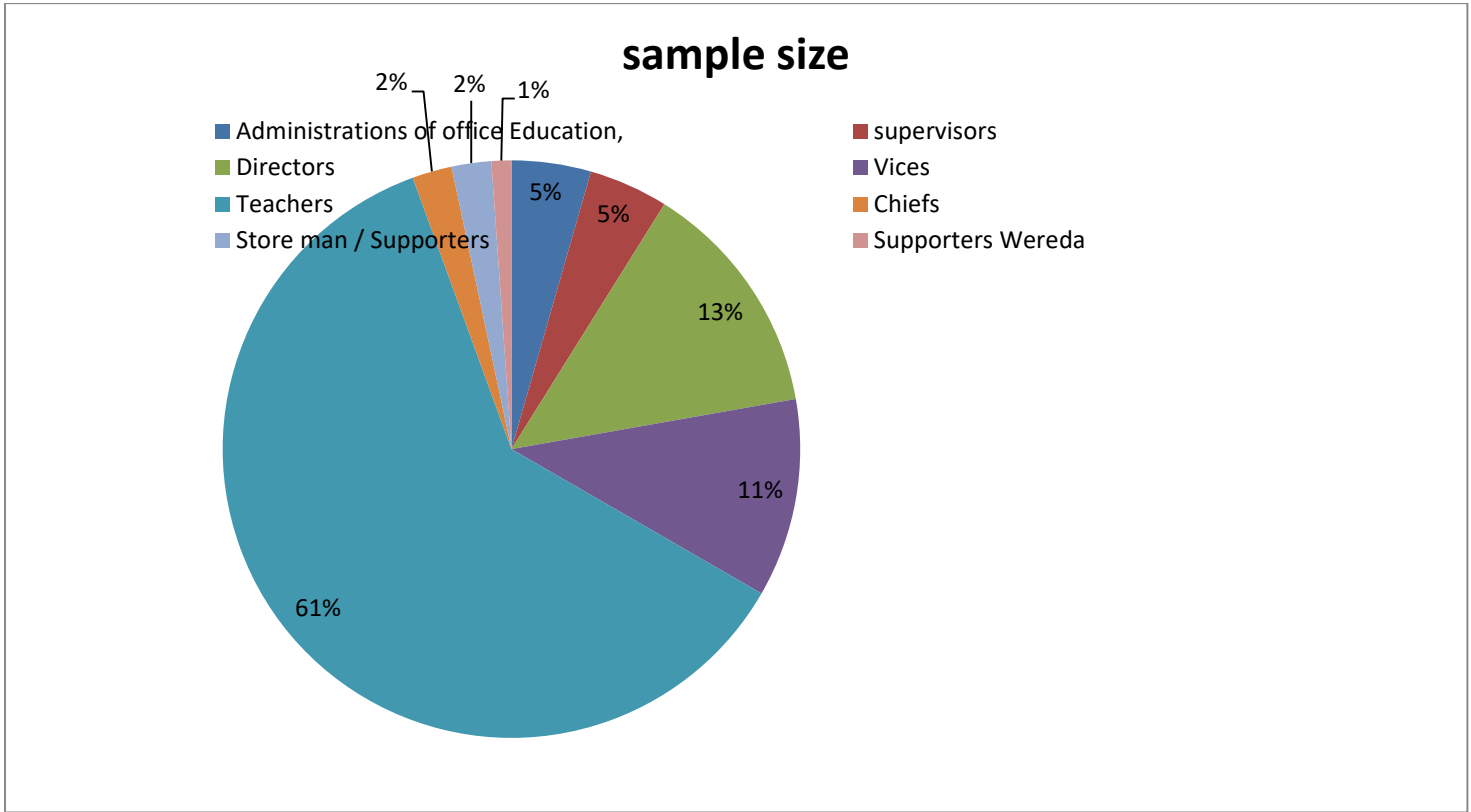
#### 3.5.2. Secondary data sources

Secondary data is obtained from different documents. In this regard, annual report documents related to the areas of the study were assessed at the selected education sector at Wereda. These documents include the practices of human resource management material resources related to the research such as; manuals, performance reports, employment policies, and experts meeting minutes received from sample sector.

### 3.6. Population, Samples and Sampling Techniques

The study to explore the effects of HRM practices on employee performance and the target population both employees and managers of selected education sector at head offices of Abergele Yechila Wereda, The targeting/participants for sources of primary data via questionnaire& interview were employees of Abergele Yechila Wereda education sector offices working at different level of position. The participants for the interview and questionnaires are selected by non-probability sampling method (purposive sampling). The research target population for this study was permanent employees who work at different respondent and level of positions in the Abergele Yechila Wereda education sector, there are 1,032 target populations for this study employees based on information obtained from human resource department office.

There are sample size 90 respondents in the Abergele Yechila Wereda education sector of these respondents the researcher selected 90 questionnaire.



**Figure 3.1: Sample size determination**

**Source:** Researcher’s field survey 2025

### 3.7. Instruments of Data Collection

Data Collection: Data are collected using secondary data gathering instruments observation like structured. And primary data gathering instruments questionnaire like structured

#### 3.7.1. Data collection Instrument

One type of questionnaire containing structured questionnaire was have using to collect data from various respondents. The questionnaires have been self-administered to the respondents by the researcher directly.

#### 3.7.2. Data collection Procedures

The researcher made first acquire an introductory letter from the manager of the school of before going to the area of study where permission have been sought then appointments made for the day of data collection according to the convenience of the respondents. The researcher was use self-administered questionnaire as a research tool to collect data from the respondent.

The relevant data required for the study were collected through questionnaire

#### Questionnaire

Questionnaire is using as a major instrument to collect information from the data source of the study. Questionnaires are structured with closed and open-ended type. Both closed and open-ended items were used to collect data from the above respondents assessing practices of HRM in Abergele Yechila Wereda.

The questionnaire contained demographic situations of the respondents as well as their roles and responsibilities to analyze. The required data for this study were collected by distributing open-ended questionnaire to selected samples, which enabled the researcher to get the relevant information because the respondents have full freedom to write any information. Questionnaire is easier to handle and simpler for respondents to answer within short period of time (Koul, 2008).

In order to make sample correction and maintain the reliability of the questionnaire, the researcher pilot tested draft questionnaire before conducting the final study. Greasley (2008); stated that sound measurement must meet the tests of reliability and validity. As the deal of the researcher, pilot study was conducted in Abergele Yechila Wereda education sector, which is in of sample sector.

### 3.8. Methods of Data Analysis

Both quantitative and qualitative data analysis methods are used in the study. Quantitative data are collected through questionnaire from employees are organized, tabulated and described quantitatively, using descriptive statistical tools such as percentage, frequency, mean and standard deviation. The quantitative data are analyzed using statistical package of social science (SPSS) version 20. interpretation, and presentation were done using descriptive statistics. Qualitative data obtained through open-ended questions analysis are qualitatively analyze and triangulated in the form of narrative description. Finally, the results were discussed and interpreted to draw important findings, conclusions and recommendations.

### 3.9. Piloting or pre-test instrument

For quality control, a pre-test of the research instrument to test its validity and reliability is conducted.

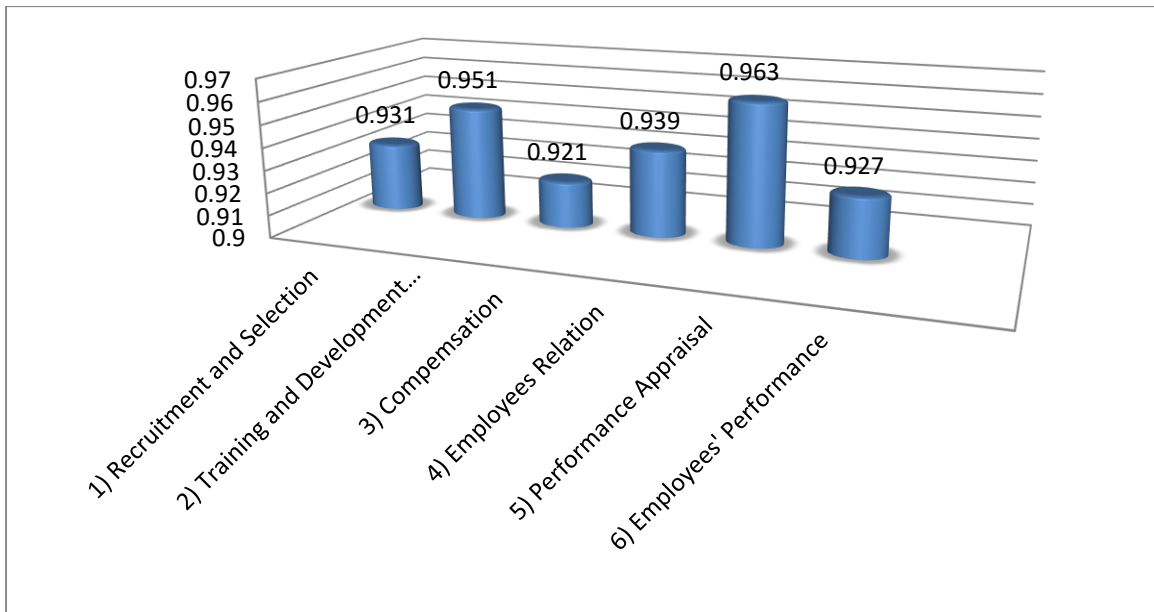
#### 3.9.1. Validity

To ensure validity of instruments, initially the questionnaires are prepared by the researcher with guidance from the advisor. The questionnaires were subjected to pilot test. For this study to validate the instruments the researcher has considered whether there were ambiguous, confusing and poorly organized questions along with the instruments are used to a certain their validity and suitability, by adjusting as per respondents understanding in collecting the required data.

#### 3.9.2. Reliability

Reliability refers to the extent to which data collection techniques yielded consistent findings, similar observation, would be made or conclusions reached by other researchers or there is transparency in how sense was made from the raw data. Reliability refers to the extent, to which data collection techniques yielded consistent findings, similar observation, would be made or conclusions reached by other researchers or there is transparency in how sense was made from the raw data. The index that indicates the degree of internal consistency is called Cronbach's alpha coefficient (Katamba & Nsubuga, 2014). The questionnaire will be reliable if Cronbach's alpha coefficient is above 0.70 as recommended by (Katamba & Nsubuga, 2014). Accordingly, for this study the Chronbach's alpha coefficients are greater than 0.7, which is 0.938.

This shows that the research questionnaires were appropriate and reliable.



**Figure 3.2: Reliability Statistics**

**Source:** Own Survey, 2025

Shows the value of Cronbach's alpha or alpha coefficient is 0.938 overall reliability for 39 items in the questionnaires, while the acceptable standard is above 0.7. The minimum value of the Cronbach's alpha value is 0.927 and the maximum value is 0.963. The values are well above 0.7.

### 3.10. Ethical Consideration

The Research ethics refers to the agreement that the researcher entered into with his respondents. First, the researcher communicated with the Wereda Administration office head to get permission telling the significant and objective of the research. Then go to selected sectors discussing on the objectives of the study and will share ideas on the study the respondents was encourage and the researcher shows a respect for them.

The researcher will disseminate questionnaires to the respondents, orientation was given for the participants to fill the questions correctly, and then the interview was continued. The researcher explains the objectives and significance of the study to the respondents since it is disrupted the respondent's regular activity. The questions are not offensive; disturb respondent's psychology and personality. The researcher was removed the identification of names of respondents. Furthermore, the questionnaire displays an opening introductory letter that requesting the respondent's cooperation to provide the required information for the study. At the end questioners, was collected and ready for analysis.

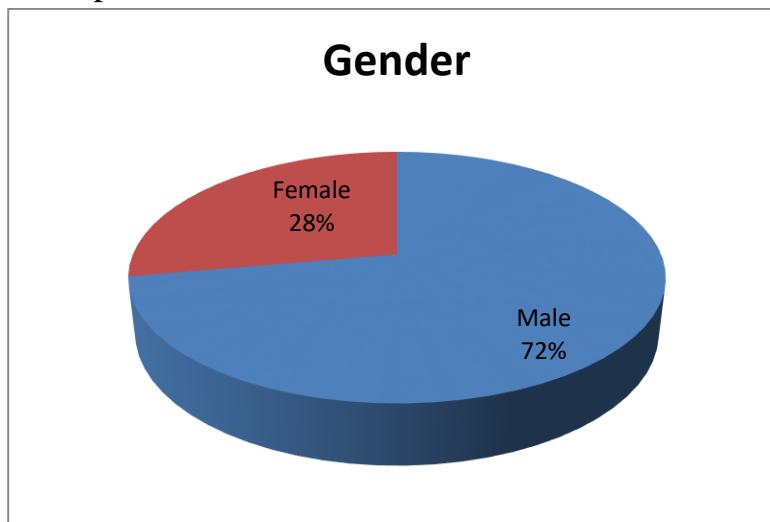
## CHAPTER – FOUR

### 4. RESULT AND DISCUSSION

In the first section, the characteristics of the respondents are discussed, and in the second section, the analysis and interpretation of the primary data are presented. This study set out to determine how human resource management techniques affected the performance of workers in the Yechila Wereda Central Zone. This was accomplished by using both quantitative and qualitative data from questionnaires, and document analysis to address the fundamental study questions.

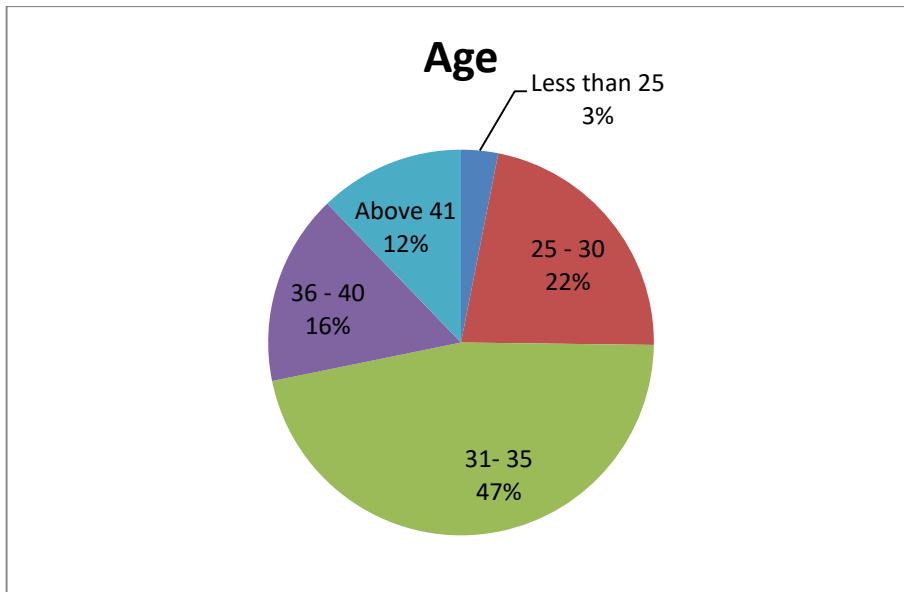
Owing to their size, the respondents were chosen at random and added to the sample; purposive sampling was employed for the office manager, while simple random sampling was used for the operational staff and team leader. As a result, 90 responders were chosen and took part in the research. The study's sample size and participant count were both statistically representative and sufficient for both analysis and inference. 90 questionnaires in all were given to research participants for this study, and 90 of them returned them, representing a 97% or 0.97 response rates when compared to the dispersed questionnaires. The data gathered from the team leader and operational staff served as the basis for the quantitative portion of the analysis. While the second section, or qualitative portion of the study, was based on the data from interviews and the open-ended questionnaire questions and was methodically integrated, the closed-ended questions were analyzed using statistical tools like frequency, percentage, mean, and average mean. Additionally, interviews were done with the leaders of a few chosen education office sectors. The data was so gathered, collated, examined, and interpreted before being presented in the subsequent sections.

#### 4.1. Characteristics of Respondents



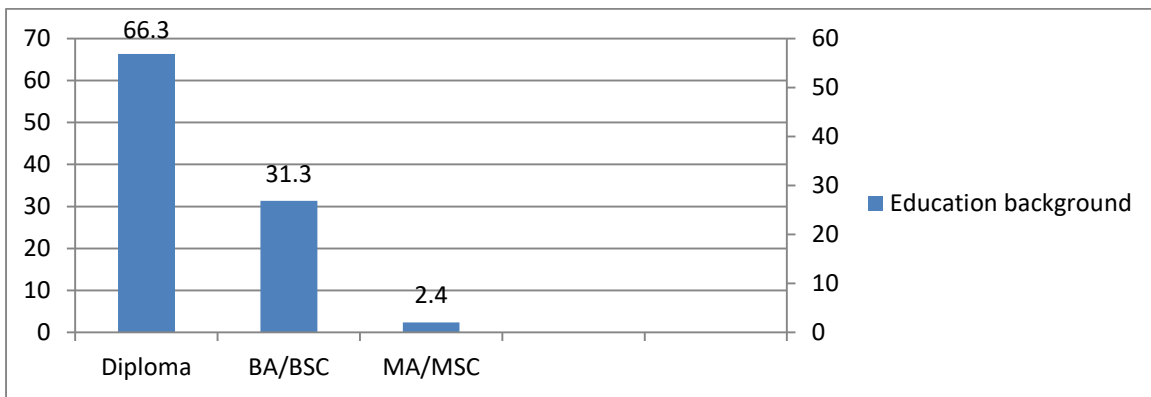
**Figure 4.1: Characteristics of Respondents Gender**

A pie chart was displayed in figure 4.1, which is devoted to the examination of the respondents' demographic attributes. Out of the 90 responders, 68 (75.5%) were men and only 22 (24.5%) were women. This demonstrates the unequal gender distribution in the Wereda's chosen sector education office and the male dominance of female employees in various positions and offices.



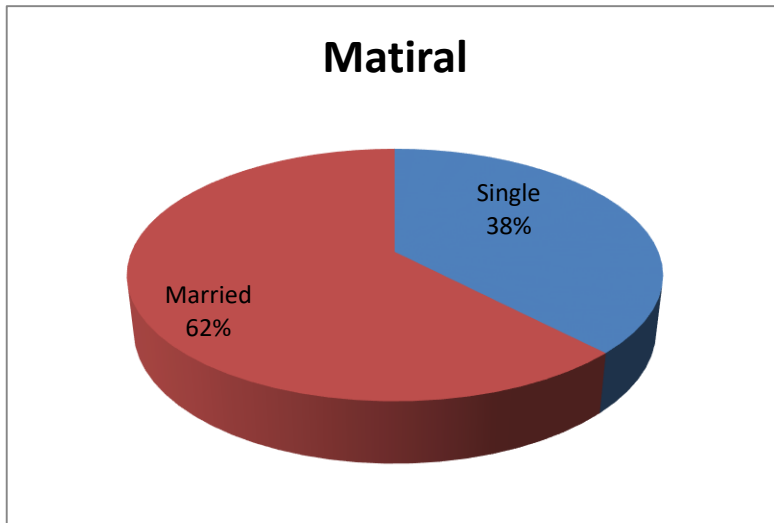
**Figure 4.2: Characteristics of Respondents Age**

Figure 4.2 provides information about the respondents' ages. The vast majority of the employees, 42 (46.6%) were between the ages of 31 and 35, followed by 20 (22.1%) who were between the ages of 25 and 30; those between the ages of 36 and 40 made up roughly 14 (16%); those over 41 made up approximately 11 (12.2%); and those under 25 made up roughly 3 (3.1%). Accordingly, it is thought that the majority of respondents were old enough to offer thoughtful critiques and recommendations on the topic being studied.



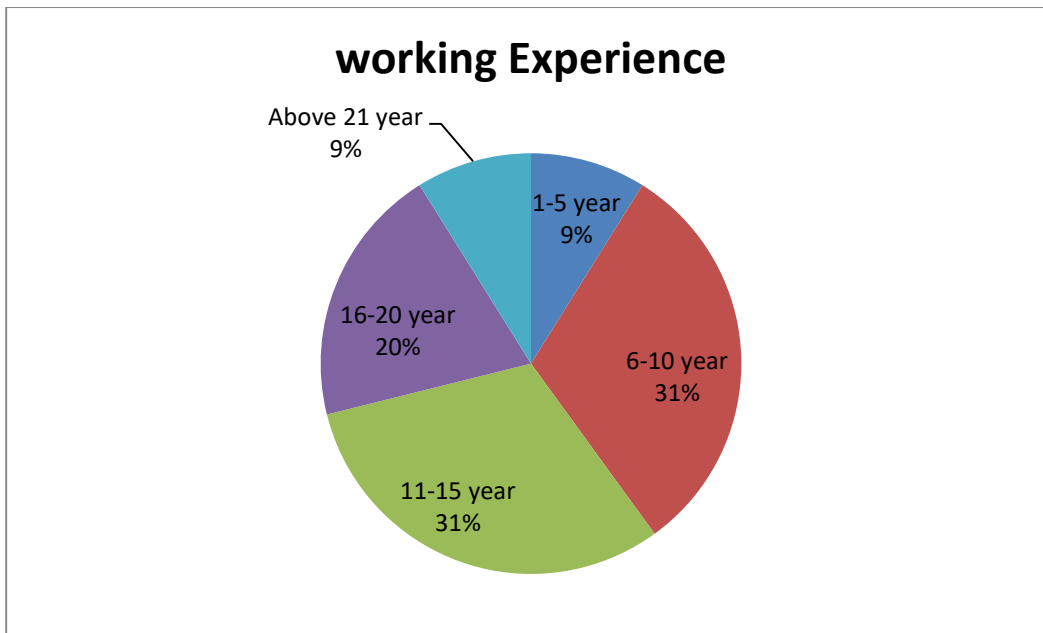
**Figure 4.3: Characteristics of Respondents Education background**

Figure 4.3 presents the results of the respondents' educational attainment. It shows that the respondents' highest state diploma was 60 (66.3%), followed by degrees 28 (31.3%) and master's degrees 2 (2.4%). The majority of the study staff had degrees, according to the poll results. One may argue that most respondents are well-informed about how HRM practices affect workers' performance.



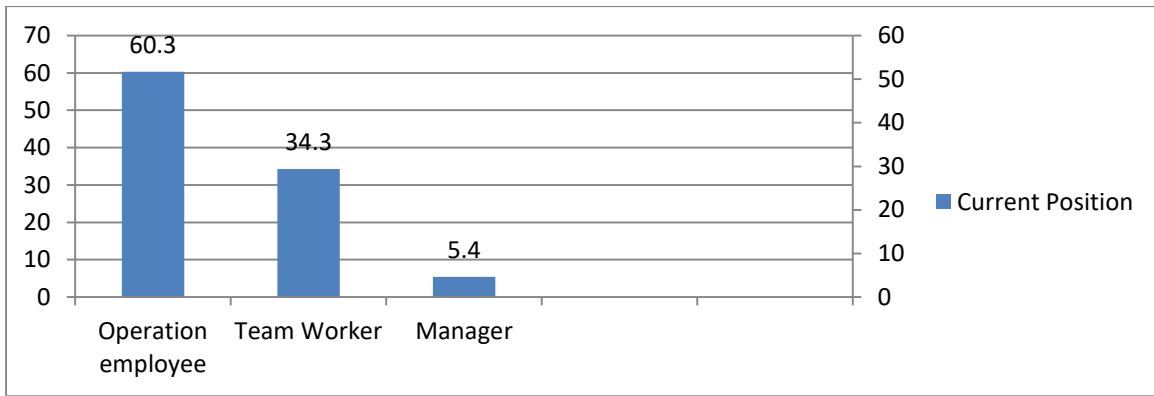
**Figure 4.4: Characteristics of Respondents Marital**

According to the results on respondents' marital status, which are displayed in figure 4.4 above, 28 (37.8%) of respondents were single, while 62 (62.2%) were married.



**Figure 4.5: Characteristics of Respondents working Experience**

Figure 4.5 presents the findings regarding the number of years that respondents had worked for the organization. It reveals that 28 (30.7%) of respondents had worked for the organization for 6 to 10 years, followed by 28 (30.7%) who had worked for 11 to 15 years, 18 (20.2%) who had worked for 16 to 20 years, 8 (9.2%) who had worked for 1 to 5 years, and 8 (9.2%) who had worked for the education office sector for more than 21 years.



**Figure 4.6: Characteristics of Respondents Current Position**

Figure 4.6 presents the results of the respondents' educational attainment. It shows that the respondents' highest state operation employee was 60 (60.3%), followed by team worker 28 (34.3%) and manager 2 (5.4%). The majority of the study staff had degrees, according to the poll results. One may argue that most respondents are well-informed about how HRM practices affect workers' performance.

#### 4.2. Descriptive Analysis of Variable under Study

This section provides descriptive analysis of the variables of this study, recruitment and selection, training and development, compensation, employee relationship, Performance appraisal and employee performance

#### Recruitment and Selection

**Table 4.1: Respondent's response on question of Recruitment and selection**

No	Statements response	Level	Frequency	Percent	Remark
1.	Appointments are made based on merit in my organization	Strong Disagree	33	36.2	
		Disagree	28	30.7	
		Neutral	8	9.8	
		Agree	12	12.9	
		Strong Agree	9	10.4	
	Total		90	100.0	
No	Statements response	Level	Frequency	Percent	Remark
2.	My office can attract suitable applicants to fill vacancies any time it is open.	Strong Disagree	26	29.4	
		Disagree	30	33.1	
		Neutral	7	8.0	
		Agree	15	16.6	
		Strong Agree	12	12.9	
	Total		90	100.0	
No	Statements response	Level	Frequency	Percent	Remark
3.	Selection procedure is done objectively in my organization	Strong Disagree	11	11.6	
		Disagree	15	16.6	
		Neutral	8	9.8	

		Agree	37	41.1	
		Strong Agree	19	20.9	
	Total		90	100.0	
<u>No</u>	Statements response	Level	Frequency	Percent	Remark
4.	The selection system matches the job with employees of the desired knowledge, skills and attitudes in my organization.	Strong Disagree	17	18.4	
		Disagree	34	38.0	
		Neutral	7	8.0	
		Agree	23	25.2	
		Strong Agree	9	10.4	
	Total		90	100.0	
<u>No</u>	Statements response	Level	Frequency	Percent	Remark
5.	Applicants are fully informed about the qualifications required to perform the job before being hired in my organization.	Strong Disagree	29	31.9	
		Disagree	37	40.5	
		Neutral	14	15.4	
		Agree	5	6.1	
		Strong Agree	5	6.1	
	Total		90	100.0	

<u>No</u>	Statements response	Level	Frequency	Percent	Remark
6.	I have the chance to influence the decision to be selected in my organization during the interview.	Strong Disagree	13	14.7	
		Disagree	18	19.6	
		Neutral	8	9.2	
		Agree	32	35.0	
		Strong Agree	19	21.5	
	Total		90	100.0	

<u>No</u>	Statements response	Level	Frequency	Percent	Remark
7.	My office follows an external, source of recruitment policy.	Strong Disagree	-	-	
		Disagree	18	19.6	
		Neutral	7	7.4	
		Agree	39	43.6	
		Strong Agree	26	29.4	
	Total		90	100.0	

**Source:** Own Survey, 2025

Respondents were questioned about the statement that appointments are made in my organization based on merit in table 4.1 of item 1. Accordingly, 23.3% of respondents agreed with the assertion that appointments are selected based on merit at my organization, 9.8% were neutral, and 66.9% disagreed. Based on this data, it may be inferred that the civil services agency's recruitment method (guidelines) is not entirely followed

when choosing new hires. Even though it is also stated in the HRM manual for regional civil officials, some institutions are unable to follow it every year because they frequently read it incorrectly. This conclusion is consistent with Paulos's (2007) contention that promotion is determined by personal interaction rather than individual performance in inter-organizational transfer selection. Furthermore, the handbook is not legally binding, and CSA's oversight is inadequate.

Table 4.1 of item 2 asked respondents if they would attract qualified candidates to fill open positions whenever they arise. Of those, 62.5% disagreed and strongly disagreed with the statement, 29.5% agreed and strongly agreed, and 8.0% were neutral. According to the data, the current pay scale is unappealing, which discourages potential applicants from applying for jobs that are advertised for other roles.

Table 4.1's item 3 asked respondents if the organization's selection process should be conducted impartially. As a result, 62.0% of participants concur that my organization's selection process was conducted objectively, while 28.2% disagree and 9.8% are neutral.

Respondents were questioned regarding how the selection process aligns positions with workers who possess the necessary knowledge, abilities, and attitudes for the company in relation to item 4 of table 4.1. As a result, 56.4% of respondents don't think that the selection process matches jobs with workers who have the expertise, abilities, and attitudes that the company needs. In contrast, 8.0% of respondents were neutral, and 35.6% agreed. Employees do not strongly feel that their businesses' selection processes choose individuals with the appropriate knowledge, abilities, and attitude, as indicated by the fact that the majority of respondents disagree with the idea. This is because the process is so rife with favoritism, cronyism, and nepotism that they believe it undermines professionalism. Since upper management prefers to recommend individuals who are either acquaintances or blood relatives, using advertisements in the hiring process is uncommon. Therefore, it is not surprising to learn that line managers play little to no part in these rural banks' hiring and selection procedures, as the board of directors and general managers handle these tasks.

The respondents were asked in item 5 of table 4.1 to ensure that applicants are properly informed about the requirements needed to perform the job before being hired by the firm. Consequently, 12.2% of participants agreed, 15.4% were neutral, and 72.4% disagreed that applicants are fully educated about the credentials required to perform the job before being hired by the firm.

As we can see in item 6 table 4.1 above, during the interview, respondents were asked if they had the opportunity to influence the decision to be chosen for the company. Accordingly, 34.3% of participants disagree with the statement, 9.2% of respondents were neutral, and 56.5% of respondents agreed. During the interview, the majority of respondents concurred that choices are influenced by the company.

The office follows an external source of recruiting policy, according to item 7 of table 4.1 above. The majority of respondents 73.0% agreed with this statement, while 19.6% disagreed and 7.4% remained neutral.

The arithmetic mean values produced by the descriptive statistics indicate that the recruitment and selection processes (mean = 3.36, standard deviation = 1.404) are above average and closer to the average mean, respectively. The average cut-off point of 3 indicates that the sector's employees are moderately satisfied or agree with the internal factors practice; however, these procedures still require improvement in order for employees to produce the better results that the chosen sector expect from their employees.

Training and development

**Table 4.2: Respondent's response on question of Training and development**

No	Statements response	Level	Frequency	Percent	Remark
1.	Training needs are discussed with employees.	Strong Disagree	19	21.5	
		Disagree	39	43.5	
		Neutral	7	7.4	
		Agree	15	16.6	
		Strong Agree	10	11.0	
	Total		90	100.0	
No	Statements response	Level	Frequency	Percent	Remark
2.	Sufficient budgets (resources) are dedicated to employee training and development in my organization.	Strong Disagree	25	28.2	
		Disagree	39	43.6	
		Neutral	11	11.7	
		Agree	10	11.0	
		Strong Agree	5	5.5	
	Total		90	100.0	
No	Statements response	Level	Frequency	Percent	Remark
3.	Every employee goes through various training program every year.	Strong Disagree	31	35.0	
		Disagree	39	42.9	
		Neutral	5	5.5	
		Agree	14	15.4	
		Strong Agree	1	1.2	
	Total		90	100.0	

No	Statements response	Level	Frequency	Percent	Remark
4.	Trainings provided by my organization boosted and positively Affect my performance.	Strong Disagree	2	2.5	
		Disagree	22	23.9	
		Neutral	9	10.4	
		Agree	36	39.9	
		Strong Agree	21	23.3	
	Total		90	100.0	
No	Statements response	Level	Frequency	Percent	Remark
5.	The training need analysis incorporates the interests of the Organization as well as me as an employee.	Strong Disagree	-	-	
		Disagree	11	12.3	
		Neutral	7	7.4	
		Agree	37	41.0	
		Strong Agree	35	39.3	
	Total		90	100.0	

No	Statements response	Level	Frequency	Percent	Remark
6.		Strong Disagree	-	-	

	Training program has improved my performance and problem- solving skills.	Disagree	14	16.0	
		Neutral	2	1.8	
		Agree	39	42.9	
		Strong Agree	35	39.3	
	Total		90	100.0	
No	Statements response	Level	Frequency	Percent	Remark
7.	There is formal induction, orientation and familiarization process designed to help recruits understand the organization in mysector.	Strong Disagree	26	29.4	
		Disagree	29	32.5	
		Neutral	4	4.3	
		Agree	23	25.2	
		Strong Agree	8	8.6	
	Total		90	100.0	

**Source:** Own Survey, 2025

Table 4.2 of item 1 asked respondents to discuss the necessity for employee training. As a result, 65% of respondents disagreed that employees should be consulted about training needs, 27.6% agreed, and 7.4% were neutral. According to the findings, managers could not entirely agree that such procedures were appropriate in the scenario, indicating that training needs are reviewed with staff. Whole sale training programs are frequently planned for staff members without any kind of communication with the specific personnel in question. This demonstrates how little was done to achieve organizational objectives from this angle.

According to table 4.2, item 2, 71.8% of participants disagreed and strongly disagreed that adequate budgets (resources) are allocated to employee training and development organizations. In contrast, 16.5% of respondents agreed and strongly agreed with the statement, and 11.7% of respondents were neutral. This suggests that adequate funds (resources) are allocated to staff development and training inside my company.

As shown in table 4.2 of item 3, respondents were requested to ensure that each employee participates in a variety of training programs annually. Consequently, 77.9% of individuals disagreed with the statement, 16.6% agreed, and 5.5% were neutral.

Table 4.2 of item 4 shows that respondents were asked to mention how their organization's training improved and positively impacted their performance. Thus, 63.2% of those surveyed concur that employee performance was improved and positively impacted by trainings offered by my company. Although 10.4% of respondents were neutral, 26.4% disagreed. Given that the majority of respondents supported the concept, it may be inferred that employee performance is improved by the training.

Item 5, table 4.2 above, shows that 80.3% of respondents agreed and 12.3% disagreed that training needs analysis takes into account both the organization's and my interests as an employee. They were only 7.4% neutral. It may be inferred from this that a considerable number of survey participants emphasized that the training objectives were reasonably compatible with the strategic goals of the company.

Regarding item 6 of table 4.2, 82.2% of respondents disagreed that the training program had enhanced their performance and ability to solve problems. Merely 16.0% of them concur that tax officers has sufficient skills, while 1.8% had no opinion. The respondents' perception of the officers' enhanced performance and problem-solving abilities can be deduced from this.

Regarding table 4.2 of item 7, respondents were asked to rate whether or not there is a formal induction, orientation, and familiarization process designed to help training understand the organization in my sector. In response, 84.7% disagreed, 8.6% agreed, and 6.7% were neutral. This is significant because motivation generally aims to increase employee morale to work hard and increase productivity. One of the main known benefits of training is the motivation it provides to those who receive it; in fact, Cole (2002) states that employees who receive training have increased confidence and motivation, proving that training can achieve high morale for an organization.

It was also found that senior managers and operation staff had different perspectives on training and development practices. The former felt that employees were satisfied with the practices and that there had been a significant improvement in terms of shorter wait times and fewer errors and losses. This backs up earlier claims made by Sheehan (2013) that training and development is a process that helps employees improve their abilities while also assisting in changing their attitudes and behaviors to raise their performance levels. On the other hand, workers felt that the public sector's training and development procedures were generally not going well.

This suggests that in order to improve training consistency, participants' input must be evaluated and assessed following the planned training. This was in line with Guest's (2007) assertion that training and development policies are useless unless they are integrated and given to the appropriate person at the appropriate time. Training and development (mean=3.63, standard deviation=1.243) are above average and closer to average mean, respectively, according to the arithmetic mean values produced by the descriptive statistics. With an average cut-off point of 3, we can infer that sector employees are only somewhat satisfied or in agreement with the internal factors practice.

## Compensation

**Table 4.3: Respondent's response on question of compensation**

No	Statements response	Level	Frequency	Percent	Remark
1.	I am rewarded based on my performance.	Strong Disagree	32	35	
		Disagree	33	36.8	
		Neutral	-	-	
		Agree	20	22.1	
		Strong Agree	5	6.1	
	Total		90	100.0	
No	Statements response	Level	Frequency	Percent	Remark
2.	I am satisfied with the amount of pay and other benefits I receive.	Strong Disagree	8	8.6	
		Disagree	15	16.6	
		Neutral	-	-	
		Agree	59	66.2	
		Strong Agree	8	8.6	
	Total		90	100.0	
No	Statements response	Level	Frequency	Percent	Remark
3.	A compensation package encourages me to achieve the organization's objectives.	Strong Disagree	10	11	
		Disagree	50	55.8	
		Neutral	4	4.9	

		Agree	18	19.7	
		Strong Agree	8	8.6	
	Total		90	100.0	
No	Statements response	Level	Frequency	Percent	Remark
4.	I am recognized and rewarded appropriately in this organization.	Strong Disagree	7	8.0	
		Disagree	9	9.8	
		Neutral	-	-	
		Agree	51	57.1	
		Strong Agree	23	25.2	
	Total		90	100.0	
No	Statements response	Level	Frequency	Percent	Remark
5.	The compensation, which is offered to employees, affects their high performance.	Strong Disagree	14	15.3	
		Disagree	20	22.2	
		Neutral	-	-	
		Agree	30	33.7	
		Strong Agree	26	28.8	
	Total		90	100.0	

**Source:** Own Survey, 2025

This study sort to find out whether compensation existed for employees work rendered to the organization; about seventy percent (71.8%) of respondents strongly agreed and agreed felt that the organization has employee compensation, while (28.2%) of the respondents disagreed and strongly disagreed that the organization has compensation practices. The findings of the study show that majority (74.8%) of respondents felt that compensation are addressed in good time compared (25.2%) of respondents who felt that compensation is not usually done in good time. When asked whether the compensation packages were efficient, majority (66.8%) of respondents suggested that compensation packages are efficient compared to (33.2%) of respondents who indicated that compensation packages are not efficient. When asked if the pay they were receiving was based on competitive rates, most respondents (82.3%) said that it was, while 17.7% disagreed. Regarding whether or not effective compensation policies improve employee performance, the majority of respondents (62.5%) agreed, while 37.5% disagreed.

The descriptive statistics' arithmetic mean values indicate that compensation is above average and closer to average mean, respectively (mean = 3.29, standard deviation = 1.369). We can infer from the average cut-off point of 3 that sector employees are only somewhat satisfied or in agreement with the internal factors practice. In order for employees to deliver the superior results that the chosen office expects from its workforce, these procedures still need to be improved.

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## Employee Relationship

**Table 4.4: Respondent's response on question of Employee Relation**

No	Statements response	Level	Frequency	Percent	Remark
1.	Managers and employees enjoy a constant exchange of information to perform their duties properly.	Strong Disagree	18	20.2	
		Disagree	26	29	
		Neutral	14	15.3	
		Agree	21	23.3	
		Strong Agree	11	12.2	
	Total		90	100.0	

No	Statements response	Level	Frequency	Percent	Remark
2.	There is an environment of understanding and confidence between managers and employees.	Strong Disagree	11	12.3	
		Disagree	5	6.1	
		Neutral	7	7.4	
		Agree	33	36.2	
		Strong Agree	34	38.0	
	Total		90	100.0	

No	Statements response	Level	Frequency	Percent	Remark
3.	My organization encourages employees' participation in problem-solving.	Strong Disagree	4	4.6	
		Disagree	12	13.3	
		Neutral	-	-	
		Agree	39	43.3	
		Strong Agree	35	38.8	
	Total		90	100.0	

**Source:** Own Survey, 2025

Respondents were asked if there were positive manager-employee connections at their office. The majority of respondents in item 1 of table 4.4, (64.5%) disagreed with the statement that positive manager-employee interactions were present in the firm, while just 35.5% agreed.

The majority in item 2 of table 4.4, (74.2%) said that HR procedures created a climate of trust and understanding between managers and staff, while 18.4% disagreed and only 7.4% were neutral.

Finally, as shown in item 3 of table 4.4 above, when asked if an employee-manager relationship improves employee performance, the majority of respondents, (82.4%) said that it agreed, while 17.6% said that it disagreed.

Lewis et al. (2003) support a management strategy in which employers and employees agreed on the methods to accomplish shared objectives. According to him, this will inspire staff dedication, which will result in improved financial performance as well as more human growth. Supervisors ought to grant workers accountable independence. Giving workers the chance to manage their own work environments in a way that is advantageous to the company is part of this. Managers assign position, power, and accountability to their staff.

The association is above average and closer to the average mean, respectively, according to the arithmetic mean values produced by the descriptive statistics (mean=3.09, standard deviation=1.341). We can infer from the average cut-off point of 3 that sector employees are only somewhat satisfied or in agreement with the internal factors practice. In order for employees to deliver the superior results that the chosen industry expects from its workforce, these procedures still need to be improved.

Performance Appraisal

**Table 4.5: Respondent’s response on question of Performance appraisal**

No	Statements response	Level	Frequency	Percent	Remark
1.	My Performance is measured based on of objective quantifiable results in my organization.	Strong Disagree	-	-	
		Disagree	14	16.0	
		Neutral	-	-	
		Agree	49	54.0	
		Strong Agree	27	30	
	Total		90	100.0	

No	Statements response	Level	Frequency	Percent	Remark
2.	My performance follows formal and written performance appraisal system.	Strong Disagree	-	-	
		Disagree	7	8.0	
		Neutral	-	-	
		Agree	46	51.5	
		Strong Agree	37	40.5	
	Total		90	100.0	

<u>No</u>	Statements response	Level	Frequency	Percent	Remark
3.	Performance appraisal in my organization is fair.	Strong Disagree	11	12.3	
		Disagree	39	43.6	
		Neutral	10	11.6	
		Agree	16	17.2	
		Strong Agree	14	15.3	
	Total		90	100.0	
<u>No</u>	Statements response	Level	Frequency	Percent	Remark
4.	The way the performance appraisal system is designed impact both individual and team performance.	Strong Disagree	7	7.4	
		Disagree	17	18.4	
		Neutral	5	6.1	
		Agree	22	24.5	
		Strong Agree	39	43.6	
	Total		90	100.0	
<u>No</u>	Statements response	Level	Frequency	Percent	Remark
5.	I am providing with performance based feedback and counseling after appraisals.	Strong Disagree	-	-	
		Disagree	17	18.4	
		Neutral	5	6.1	
		Agree	45	50.3	
		Strong Agree	23	25.2	
	Total		90	100.0	
<u>No</u>	Statements response	Level	Frequency	Percent	Remark
6.	I believe that performance appraisal in my organization is free from evaluator's interest.	Strong Disagree	-	-	
		Disagree	14	16.0	
		Neutral	7	8.0	
		Agree	48	53.4	
		Strong Agree	21	22.6	
	Total		90	100.0	
<u>No</u>	Statements response	Level	Frequency	Percent	Remark
7.	Performance appraisal is done periodically in the organization	Strong Disagree	6	7	
		Disagree	19	20.8	
		Neutral	4	5.1	
		Agree	40	44	
		Strong Agree	21	23.1	
	Total		90	100.0	
8.	Performance appraisal system helps to reduce grievance among the employees.	Strong Disagree	-	-	-
		Disagree	19	21.5	
		Neutral	12	13.5	
		Agree	46	50.9	
		Strong Agree	13	14.1	
	Total		90	100.0	

9.	Performance appraisal system helps to identify the strength and weakness of the employees.	Strong Disagree	-	-	
		Disagree	6	6.1	
		Neutral	4	4.3	
		Agree	44	49.1	
		Strong Agree	36	40.5	
	Total		90	100.0	

**Source:** Own Survey, 2025

Regarding the claim that performance is evaluated using a formal, written system, respondents were asked what they thought. Consequently, 84% of respondents highly agree and concur that the performance adheres to a written and formal performance review method. However, 16% percent of them disagree.

Respondents were required to follow a formal, written performance review system in item 2 of table 4.5. As a result, 92.0% of respondents concur that performance is evaluated using a formal, written process. Conversely, 8.0% of those surveyed disagreed. This suggests that most respondent's support the notion that performance is evaluated using a formal, documented method in the office and that performance reviews have a beneficial impact on workers' output.

As seen in item 3 of table 4.5, 32.5% of respondents disagreed that performance appraisals in my organization are fair, whereas 55.9% of participants disagreed. The percentage of neutral participation was just 11.6%. Since employees acknowledged that their particular organizations had a competency-based performance appraisal system in place, the performance appraisal findings further bolster the aforementioned claim. However, the process relies heavily on the interpersonal relationships between managers and employees, especially during the assessment period, which is typically once every six months, and is very susceptible to personal biases from evaluators, supervisors, line managers, etc. In this context, Sorab (2006) made a compelling case that a customized performance review system that takes into account worker attitudes, organizational culture, and other relevant behavioral aspects should be put into place, monitored, and reviewed on a regular basis in order for it to operate effectively.

In reference to item 4 of table 4.5, participants were questioned regarding how the design of the performance appraisal system affects both individual and team performance. As a result, 68.1% concur that the architecture of the performance appraisal system affects both team and individual performance. However, 25.8% of them don't agree. Of those, only 6.1% were neurological.

As shown in item 5 of table 4.5, 75.5% of participants concurred that I receive counseling and performance-based feedback following assessments. On the other hand, 18.4% of respondents denied that I receive performance-based feedback and counseling following assessments. Neutral participation made up just 6.1% of the total.

Respondents were requested to mention that the organization conducts performance reviews on a regular basis, as shown in table 4.5 of item 6. The majority of respondents 76% agree that the office conducts performance reviews on a regular basis. However, 16% of them disagree. Of those, only 8% were neurological.

Regarding item 7 of table 4.5, participants were asked how the organization's design influences the performance appraisal process. The results showed that 67.1% of respondents agreed that the system's architecture influences the performance appraisal process. But 27.8% don't agree. Just 5.1% of those were neurological.

Table 4.5 of item 8, which respondents were asked to grade, shows a sit. A system of performance reviews helps to lower employee complaints. The majority (65.0%) thought that the performance appraisal method helped to lower employee grievances, while just 13.5% were neutral and 21.5% disagreed.

Last but not least, when asked if the performance appraisal system aids in determining the employees' strengths and weaknesses, Table 4.5 of item 9, which the majority of respondents (89.6%) agreed, while 6.1% disagreed and only 4.3% were neutral. From the arithmetic mean values generated by the descriptive statistics, it shows that performance appraisal (mean=3.94, std. deviation=0.970) above average and closer to average mean respectively. The average cut off point of 3, from this we can understand that employees of sector are moderately agreed or satisfied with the internal factors practice. Still these practices need improvements so that employees will bring the better result that as the selected sector expects from its employees.

According to a regional research, the performance appraisal system has numerous problems, including poor follow-up, a lack of openness, and a loose connection between performance and the incentive system (Solomon 2009). This is also true in the sector that was studied, according to the findings. This brings us to the evaluation of the region's incentive schemes.

## Employee performance

**Table 4.6: Respondent’s response on question of Employee Performance**

No	Statements response	Level	Frequency	Percent	Remark
1.	I well understand and adhere to policies and procedures of the organization.	Strong Disagree	-	-	
		Disagree	13	14.1	
		Neutral	-	-	
		Agree	36	39.9	
		Strong Agree	41	46.0	
	Total		90	100.0	

No	Statements response	Level	Frequency	Percent	Remark
2.	I effectively use resources including time and materials.	Strong Disagree	-	-	
		Disagree	7	7.4	
		Neutral	-	-	
		Agree	42	47.2	
		Strong Agree	41	45.4	
	Total		100	100.0	

<u>No</u>	Statements response	Level	Frequency	Percent	Remark
3.	I effectively work with other employees	Strong Disagree	-	-	
		Disagree	5	5.5	
		Neutral	-	-	
		Agree	55	60.8	
		Strong Agree	30	33.7	
	Total		90	100.0	
<u>No</u>	Statements response	Level	Frequency	Percent	Remark
4.	I think I am receptive to new ideas and concepts.	Strong Disagree	3	3.1	
		Disagree	7	7.4	
		Neutral	-	-	
		Agree	48	54.0	
		Strong Agree	32	35.5	
	Total		90	100.0	
<u>No</u>	Statements response	Level	Frequency	Percent	Remark
5.	I develop logical and creative solution to problems.	Strong Disagree	-	-	
		Disagree	11	12.3	
		Neutral	-	-	
		Agree	45	49.7	
		Strong Agree	34	38.0	
	Total		90	100.0	
<u>No</u>	Statements response	Level	Frequency	Percent	Remark
6.	I serve as many customers as possible.	Strong Disagree	-	-	
		Disagree	14	16.0	
		Neutral	-	-	
		Agree	54	59.5	
		Strong Agree	22	24.5	
	Total		90	100.0	
<u>No</u>	Statements response	Level	Frequency	Percent	Remark
7.	I managed to plan my work so that I finished it on time.	Strong Disagree	-	-	
		Disagree	23	26	
		Neutral	7	7.3	
		Agree	42	47.2	
		Strong Agree	18	19.5	
	Total		90	100.0	
<u>No</u>	Statements response	Level	Frequency	Percent	Remark
8.	I kept in mind the work result I needed to achieve.	Strong Disagree	-	-	
		Disagree	17	18.4	
		Neutral	7	7.4	
		Agree	37	41.7	
		Strong Agree	29	32.5	
	Total		90	100.0	

**Source:** Own Survey, 2025

This section presents employee performance findings. The poll asked participants if they understood and followed the organization's policies and processes. The poll asked participants if they understood and followed the organization's policies and processes. As seen in item 1 of table 4.6, of the majority of respondents (85.9%) agreed with this statement, while 14.1% disagreed.

Regarding the question of whether higher results influence employee performance, table 4.6, item 2 of the majority of respondents (92.6%) agreed, while 7.4% disagreed.

Regarding the question of whether higher organizational productivity affected employee performance, table 4.6, item 3 of the majority (94.5%) agreed with this statement, while 5.5% disagreed.

In response to the question of whether or not employee performance at your company has improved, table 4.6, item 4 of the majority of respondents (89.5%) agreed, with 7.4% disagreeing and 3.1% staying indifferent.

Table 4.6, item 5 of the majority of respondents (87.7%) agreed with the statement that I develop logical and innovative solutions to challenges, while 12.3% disagreed. The study asked participants to evaluate this statement.

Table 4.6, item 6 of the majority of respondents (84.0%) thought that they were open to new concepts and ideas, while 16.0% disagreed.

Respondents were asked if they were open to new notions and ideas. Table 4.6, item 7 of the majority of respondents (66.7%) agreed, thought that the receptive tone was broad, while 26% disagreed and 7.3% were neutral.

When asked whether an increase in employee motivation was a sign of improved performance, Table 4.6, item 8 of the majority of respondents (74.2%) agreed, while 18.4% disagreed and 7.4% were neutral. Employee performance in the study's sector is also good, as evidenced by the mean score of 4.23, which is higher than the cutoff value and closer to agreement on the Likert scale (Table 4.6).

### 4.3. Challenges of Human Resource Management Practices

This section listed the main obstacles or problems that the Yechila Wereda sector faced when it came to HRM practices. The survey said that there were some problems in the field when it came to carrying out HRM duties.

The following are some of the main HRM challenges: creating a positive work environment, improving training and development, and creating comprehensive HRM strategies. Gaining managerial expertise and leadership, Focusing on professional growth, sufficient instruction and training, and accountability and enforcement attracting and keeping skilled workers and implementing a fair merit system that is impartial (politically and environmentally).

Furthermore, the data collected via an open-ended questionnaire and according to HR annual report documents verified that comparable outcomes were discovered when compared to the data acquired through observation. Respondents mentioned the difficulties they had with HRM procedures in their various industries. The sector's effective HRM practices were facing significant obstacles, including a lack of funding for education and training, accountability and transparency, a focus on development, the creation of an

environment that attracts and retains qualified personnel, a lack of managerial capacity building, and low employee motivation. This makes it clear that the above-mentioned findings represent the sector's main HRM concerns that must be addressed. Based on this information, it can be said that the industry faced difficulties that limited and impeded the efficacy and efficiency of HRM methodologies.

## CHAPTER – FIVE

### 5. SUMMARY, CONCLUSION AND RECOMMENDATION

An overview of the study's findings and outcomes is provided in this chapter. Following that, conclusions and suggestions are provided in light of the main findings and outcomes. Interventions to enhance performance

management procedures in the firm under study and open the door for additional research are among the praises.

### 5.1. Summary of Major Findings

This section presents summary of key findings of the study. The main objective of the study is to identify the effect of human resource management practices on employees' performance in Yechila Wereda Central Zone. The study cohort was 90 staff members. A questionnaire was used as data collection method. Then data was analyzed using the descriptive statistics and inferential statistics (correlation and regression) using SPSS and the major findings were presented below in a summarized as follows:

From the arithmetic mean values generated by the descriptive statistics, it shows that recruitment and selection (mean=3.36, std. deviation=1.404), training and development (mean=3.63, std. deviation=1.243), compensation (mean=3.29, std. deviation=1.369), employees relationship (mean=3.09, std.deviation=1.341) and performance appraisal (mean=3.94, std.deviation=0.970) are above average and closer to average mean respectively. The average cut-off point of 3, from this we can understand that employees of sectors are moderately agreed or satisfied with the internal factors practice. Still these practices need improvements so that employees will bring the better result that as the selected sectors expects from its employees. In addition, employees' performance in the sectors under this study is good since the mean score for employees' performance is 4.23, which are greater than cut-off value and closer to agreement in the likert scale.

The findings of this study also revealed that majority, 66.9% of respondents were disagreed that appointments are made based on merit in my organization, 23.3% of respondents were agree on the statement and 9.8% respondents were neutral.

Majority (56.4%) of respondents disagree that selection system matches the job with Employees of the desired knowledge, skills and attitudes in organization. Whereas 35.6% respondents were agreed and 8.0% neutral. Clothier and Spriegel (2012) had conducted a study on impact of attitude and behavior on employee performance, and had indicated the existence of positive relationship. They argued that attitude influences how an employee reacts in a team. Whether he/she is going to be a team player or not. Additionally, employees' behavior can compound a team performance if the employee has or exhibits behavior that is disruptive to other employees' performance. Majority (82.4%) felt that employee-manager relationship does enhance employee performance, contrary to (27.6%) of respondents who indicated that employee manager relationship does not enhance employee performance.

Finally, majority (92.0%) of respondents for this study indicated that performance follows formal and written performance appraisal system had indeed enhanced employee performance. In as much as Akbar (2013) had disputed the contribution of employee commitment to organizational performance, arguing that employee performance was not contingent on the number of years an employee committed to an organization. The study recommended that organizations that seeks to enhance employee performance should analyze their internal policies and procedures to ensure that procedural justice, distributive justice, and inter action all justice are structured in a way that enhances employee commitment and performance However, this study had demonstrated that employee commitment to an organization contributes to employee overall performance, and organizational performance.

The major challenges or constraints that hindered HRM practices in the sector were identified as developing comprehensive HRM strategies, aligning HRM strategic priorities, developing managerial leadership and capacity, promoting manpower attitude, modern technological changes, paying attention to professional development, in adequate training and development, lack of enforcement and accountability, retaining qualified personnel and lack of unbiased(both ethnically and politically) proper merit system.

## 5.2. Conclusion

This study aims to effects of human resource management practices on employees' performance: A Case Study of Selected Sector education office in Yechila Wereda, Central Zone. In doing this employees performance taken as a dependent variable and recruitment and selection, training and development, compensation, employee relationship and performance appraisal are taken as independent variables. The following conclusions were made based on analyzed data Based on the findings and analyzed data in this study, the following conclusions were made:

This study has revealed that human resource practices affect employee performance. Human resource practices significantly influence employee performance.

As we shown from correlation and regression results human resource practices had significant positive relation and positive significant effect on employees' job performance in Yechila Wereda. The correlation result indicated that there were positive relationship between all of independent variables and the dependent variable, except compensation variable negative relationship between independent variables. The finding also revealed there were in adequacy of training, unequal access for training and improper need assessment. Similarly, transparency, follow-up and linkage between reward and performances are also weak. Regarding compensation, the uniform salary scale did not allow the sector to attract various skilled professionals and it was not fully enhancing service delivery.

The result of survey have yielded useful findings relating to the practices of human resource function challenges encountered that become good input for the improvement of human resource functions particularly, recruitment and selection as well as training and development. Abergele Yechila Wereda is practicing the recruitment and selection as well as training and development within its education office sector as per the devolve power from the regional civil service bureau. However recruitment and selection faced the challenges such as; it is not merit based, using inappropriate selection channels, absence of attractive salary scale, and the current regional civil servants recruitment procedure is not always allow bureaus to recruit the right candidate for the right position.

## 5.3. Recommendations

Based on the study's results and conclusions, the researcher offers the following suggestions to make sure that Ethiopia's private commercial banks' HR policies and procedures contribute to their increased competitiveness and performance.

### 5.3.1. Recruitment and Selection Practices

Whatever the mode of recruitment (external/internal) preferred by the sector of education office, it should be detailed and communicated clearly in what an organization needs and easily understand able by prospective employees at large to avoid favoritism (ethnic/ political/ Nepotism). Hence banks should be clear and

thoroughly check its requirements before posting recruitment; disclose its evaluation criteria procedures; and update results (if possible) with justification online Medias.

As the survey data showed that the bureaus are using the following recruitment method in order to seek recruits which involves, word-in mouth, notice board advertisement and recommendation but it is effective for the organization using multi geographical recruitment channels such as advertising, job centers, employment agencies, walk-in and professional associations beside, this The office should solicit graduates of higher educational institutions for recruitment in cooperation with institutions or neighbor universities because such method can reduce the cost of adverting that the office in cur.

### 5.3.2. Training and Development Practices

Education office sector should formulate strategies for both short and long-term training and development policies for their employees. To achieve this:

Employees should be involved in all activities of the sector starting from the formulation through implementation and up to evaluation of training and development strategies.

Managements should undertake different HRM programs including continuing education and training, information technology -orientation, career development, etc.

It should create opportunities for employee's higher studies with fellow ship/scholar ship at home and abroad as education office sectors' have good number of bright employees.

Finally, in order to improve the performance of training and development each bureau soft he public sector found in wired a should work on the activity such as; each employees should exposed to training, the avoiding attitude of exposing to training as a discrete event(making part of an overall program of organizational improvement), selection of the trainees should takes basis of the greatest need (rather than on the basis of bureaucratic politics and Patronage), training curricula and model should consider on solving the skill gap and the trainer skill borrowed theories.

### 5.3.3. Compensation Point of View

It is important to design the incentive system which is area son able system for the enterprise. This pay incentives and compensations which are made transparent and known by all employees. It is one way of employees is to attract the employees towards the tasks and motivated to do their tasks and duty well for acquiring compensation based on their performance.

Compensation policy might be developing clear criteria to make the compensation packages paid fairly. This is a mechanism of minimizing compliance about compensation by organization employees.

Total rewards package should be balanced and Cost-effective: The pay should not be excessive, considering what the organization can afford to pay. It should provide area son able pay, benefits and other rewards to motivate effective and productive work.

### 5.3.4. Employee Relations Practices

Managers must strive to maintain an enjoyable, family oriented atmosphere in which all employees focus on achieving team goals. This cans be achieved through:

Organizing seminars, workshops, conferences, different short courses, and training programs on financial matters, current issues, software up-gradation on regular basis that would definitely help to develop knowledgeable manpower, create awareness and change mental attitudes among the professionals.

Taking care of the officers, who are leaving their jobs and exit policy, should be designed in such a way that it can easily predict the reason behind leaving the organization.

### 5.3.5. Performance Appraisal Practices

Performance appraisal within the context of their corporate and HR strategy to ensure that they are consistent with the necessary performance measures required by the education office sector. Hence, the sector should apply standard techniques for employees' job evaluation, performance measurement and audit as a routine work. Based on the result, their duties and responsibilities should be ride signed and restructured. Because it will reduce the repetitive work and reduce monotonous environment.

### 5.3.4. Employee Relations Practices

Managers must strive to maintain an enjoyable, family oriented atmosphere in which all employees focus on achieving team goals. This cans be achieved through:

Organizing seminars, workshops, conferences, different short courses, and training programs on financial matters, current issues, software up-gradation on regular basis that would definitely help to develop knowledgeable manpower, create awareness and change mental attitudes among the professionals.

Taking care of the officers, who are leaving their jobs and exit policy, should be designed in such a way that it can easily predict the reason behind leaving the organization.

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## 7. APPENDIXES

### QUESTIONNAIRES

Dear respondent,

The Purpose of this questioner is to collect data for the thesis work in partial fulfillment of the requirements for the degree of masters of business administration (MBA) in Mekelle University. You are selected to be among the respondents of the study, which is intended to participate in this research on the Effects of Human Resource Management Practices on Employees' Performance: A Case Study of Selected Sector in Abergele Yechila Wereda, Central zone This is for academic purposes and we believe you are the only person to help us get the right information to meet the purpose of this study. I kindly request you to spare a few minutes of your time to answer the following questions as honestly as possible. If you agree with answers given, put a tick (✓) in the box beside the answer. The information communicated to us will be treated with utmost confidentiality (Do not write your name on the questionnaire).

For any clarifications, please contact the researcher on mobile phone number = 0914428232 or

Email = [hadushg42@gmail.com](mailto:hadushg42@gmail.com)

Thank you for participating and making this research successful.

# Appendices - A

## Mekelle University

College of Business and Economics School of Post graduate studies Department of  
Management

### MBA Program Interview checklist for Managers

#### Section -1

Information (demographic data)

**Instruction:** Please put a tick (√) on the box that suits you.

#### Gender:

1. Male  2. Female

#### Age:

1. Less than 25  2. 25- 30  3. 30- 35  4. 36 – 40  5. Above 41

#### Level of education:

Certificate  2. Diploma  3. First degree  4. Master's degree

5. Other (please specify) \_\_\_\_\_

#### Marital Status:

Single  2. Married  3. Divorce  4. Widowed

#### Year of service in your organization?

1. 1 – 5 years  2. 5 – 10 years  3. 10 – 20 years  4. Above 20 years

#### Your current position

Manager  2. Team Leader  3. Operation employee

## Section -2

Questions related to the Impact of Human Resource Management practices on employees' performance

1 Strongly Disagree (SD)	2 Disagree (D)	3 Neutral (N)	4 Agree (A)	5 Strongly Agree (SA)	
Using the scale above (1–5) please tick (√) the levels of agreement in each of the items below with regards to the HRM practices in your organization/sector					
	SD	D	N	A	SA
	1	2	3	4	5
<b>I) Recruitment and Selection</b>					
1	Appointments are made based on merit in my organization				
2	My office can attract suitable applicants to fill vacancies any time it is open.				
3	Selection procedure is done objectively in my organization				
4	The selection system matches the job with employees of the desired knowledge, skills and attitudes in my organization				
5	Applicants are fully informed about the qualifications required to perform the job before being hired in my organization				
6	I have the chance to influence the decision to be selected in my organization during the interview.				
7	My office follows an external, source of recruitment policy				
<b>II) Training and Development</b>					
1	Training needs are discussed with employees				
2	Sufficient budget (resources) are dedicated to employee training and development in my organization				
3	Every employee goes through various training program every year				
4	Trainings provided by my organization boosted and positively Affect my performance				
5	The training need analysis incorporates the interests of the Organization as well as me as an employee.				
6	Training program have improved my performance and problem- solving skills				

7	There is formal induction, orientation and familiarization process designed to help recruits understand the organization in mysector					
III)	<b>Compensation/Reward</b>	SD	D	N	A	SA
1	I am rewarded based on my performance					
2	I am satisfied with the amount of pay and other benefits I receive					
3	Compensation packages encourages me to achieve the organization's objectives					
4	I am recognized and rewarded appropriately in this organization					
5	The compensation, which is offered to employees, affects their high performance.					
IV)	<b>Employees Relationship</b>	SD	D	N	A	SA
1	Managers and employees enjoy a constant exchange of information to perform their duties properly					
2	There is an environment of understanding and confidence between managers and employees					
3	My organization encourages employees' participation in problem-solving					
V)	<b>Performance Appraisal</b>	SD	D	N	A	SA
1	My Performance is measured based on of objective quantifiable results in my organization					
2	My performance follows formal and written performance appraisal system					
3	Performance appraisal in my organization is fair					
4	The way the performance appraisal system is designed impact both individual and team performance					
5	I am providing with performance based feedback and counseling after appraisals.					
6	I believe that performance appraisal in my organization is free from evaluator's interest					
7	Performance appraisal is done periodically in the organization					
8	Performance appraisal system helps to reduce grievance among the employees.					
9	Performance appraisal system helps to identify the strength and weakness of the employees					
VI)	<b>Employee performance</b>	SD	D	N	A	SA

1	I well understand and adhere to policies and procedures of the organization.					
2	I effectively use resources including time and materials					
3	I effectively work with other employees					
4	I think I am receptive to new ideas and concepts					
5	I develop logical and creative solution to problems					
6	I serve as many customers as possible					
7	I managed to plan my work so that I finished it on time					
8	I kept in mind the work result I needed to achieve					

**If you have another additional idea mentions it.**

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**Open questionnaire**

1. What do you think should be done to improve the HRM system in your organization?

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