ST. MARY'S UNIVERSITY

SCHOOL OF GRADUAT STUDIES

HUMAN RESOURCE MANAGEMENT PRACTICE AND CHALLENGES:
THE CASE OF ORGANIZATION FOR SOCIAL SERVICES HEALTH AND
DEVELOPMENT

By:
FISSEHA G/MICHAEL

(ID NO. SGS/0065/ 2009B)

MAY, 2019

ADDIS ABABA

ETHIOPIA

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A THESIS SUBMITED TO ST. MARY'S UNIVERSITY SCHOOL OF GRADUAT STUDIES IN PARTTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Solomon Markos (PHD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Fisseha G/Michael   _____   <u>May, 2019</u>

       Name   Signature   Date

ENDORSEMENT

This thesis has been submitted to St. Marry University School of Graduate Studies examination with my approval as a university advisor.

Solomon Markos (PHD)   _____   **May, 2019**
          Advisor   **Signature**   **Date**

ACKNOWLEDGMENTS

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LIST OF ACRONYMS

AIDS - Acquire Immune deficiency Syndrome

COLA - Cost of living Adjustment

CSA - Charities and Societies Agency

EFDR - Ethiopian Federal Democratic Republic

HIV - Human Immune Virus

HR - Human Resource

HRM - Human Resource Management

LNGOs - Local Non-Governmental Organizations'

KSA - Knowledge Skill and Attitudes

OSSA - Organization for Social Services for AIDS

OSSHD - Organization for Social Services Health and Development

ABSTRACT

In today's competitive world of business, Human Resource is the main resource that gives companies take a competitive advantage. Therefore proper management of this resource is crucial for the success of an organization. In social organization, the lack of attention on the management of human resource is one of the factor standing between success and failure in many local social organizations (NGOs).Having this in mind, the study has been conducted in Organization for Social Services Health and Development (OSSHD), the purpose of the study is to assess the practices and implementation of HRM and its associated challenge. The study used descriptive research method to collect and analyze data relevant for the study. Questionnaire and interview were used to gather relevant data for the study. The study collected data from 86 staff using stratified as well as simple random sampling techniques. In addition, a purposeful sampling technique was used to select interviewee. Instruments were pilot tested to make essential corrections and maintain their reliability for presentation of the data tables and figures are used. Descriptive spastics mean, standard deviation and percentages were also used.The finding revealed that recruitment and selection process of HRM practice is not transparent and objective, the organization did not have standard salary and benefit package, and lacks training and development policy but relatively have a better staff performance evaluation system. The study also showed that employees lacks of awareness HRM practice is main challenges of HRM in the organization in addition to less commitment of administrators and compensation system. Based on the finding the paper recommend, in order to achieve objectives of the organization and employees, The organizations should practice genuine recruitment and selection practice, competitive salary and benefits schemes and policy for training and development to hire and retain experienced, talented and competent employee. Beside the administrators should give awareness raising training for its employee and committed to prevent HR problem before it happens. Because of continuous and dynamism features of HRM, OSSHD need to regularly assess and revise their organization HR management system to protect the organization and its employee's.

Keywords*: HRM, practice, challenges, Local NGO's*

CHAPTER ONE

INTRODUCTION

1.1. Background to the Study

HRM is an American concept. 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). Human resource management contributes to create high performance work systems by linking various employees in different departments in the same organization (Brewster, 2007). Organizations use the effectual HRM system to increase their competitiveness by investing in employee development (Sutiyono,2007).

HRM is a technique which is used to develop and enhance workers motivations, productivity and performance. According to Gibb, S. (2000), HRM clearly indicated that peoples are key resources of the firm to be actively managed and developed. Effective human resource management of any organization should embrace new recruitment/hiring techniques, talent management strategies, compensation and benefits practices, equal employment opportunity policies, health, safety and security programs, employee and labor unions and human resource information systems. Time has shown that human resources managed through these broad practices can make practical difference in terms of three organizational outcomes productivity, quality of work life and profit.

People are an important aspect in all social organizations and from the perspective of the organization, people are resources and organizations cannot exist without them. The importance of people is immense as they support development of the organization's objectives and achievements for which NGOs are recognized for. LNGOs often do not realize the importance of effective management of human resources to the well being of the organization and hence do not invest adequate time or resources to build their capacity in necessary human resource competencies. The lack of attention on the management of human resource is one of the factor standing between success and failure in many local NGOs in developing countries (Rehema C. Batti).

According to Ulah & Yasmin (2013:2) in the age of competitiveness social organizations cannot afford to bear the loss of potential human resource. Hence it is right to say that LNGOs are dependent on the contribution of the human resource that exists within the organization and as an organization they have no choice but to proactively identify and explore opportunities that will assist in building their competency in managing employees.

Recruitment HRM practice defined as a process that seeks and obtains potential job applicants in sufficient numbers and quality in order to fulfill the available work positions, as well as meeting the organization's requirements and expectations (Shen & Edwards,2004). Recruitment is highly dependent on job analysis to identify the organization's needs, and recruitment is also linked to organizational strategy through human resource management planning (Macky & Johnson, 2003). Recruitment policy is very important to organizations, and it reflects an organizations' general strategy (Nel, Werner, Haasbroek, Poisat, Sono & Schultz, 2008).

As a professional HR manager, it is vital to have the competency and ability to select appropriate employees and place them in suitable work positions (Marques, 2007). Selection is an important element in HRM functions, because the selected employees have close relationships and connection with the organization's development. Selection is the process of gaining information for the purpose that decides who should be employed in particular work positions (Shen & Edwards, 2004).

Training and development as HRM practice is an activities within organizations, and managers have limited control over these activities. Training and development as a learning opportunity provides employees with an in-depth understanding of their organization's value and performance standard (Antonacopoulou, 2000). General training is understood by its applicability to most employers, and specific training is understood as the attainment of KSAs valuable to one employer . 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.

Compensation system is an HRM practice designed to attract , retain and motivate employees while complying with all legal rule and regulations. Compensation refers not only to extrinsic

rewards such as salary and benefits but also to intrinsic rewards such as achieving personal goals autonomy and more challenging job opportunities (Cardon, 2004).Job evaluation is used to evaluate jobs systematically and to assign them to pay grades. Standard method of evaluation includes ranking, classification, point and factor compensation. Pay system are usually designed to compensate people work they produce, the skill they learn and use or the time they spend.

Lansbury, R. (1988) suggested that it is very difficult to manage human capital without a system that measures performance capability. Companies need a performance management system that can identify the capabilities of its human capital so that can identify the capabilities of its human capital so they can effectively staff projects, implement strategies initiative and manage development of their work force. The system is used in decision regarding performance based pay-employee development and training and development efforts of the organization. Moreover the performance information received from system is used by organization to correct performance to correct performance problems and assess the effectiveness of their improvement efforts.

As human resource is a key resource in social organization(NGO's), Human resource management practice is crucial to achieve objectives of the organization. According to the EFDR proclamation number 621/2009 the non-governmental organization is 'a private voluntary association of individuals or other entities, not operated for profit or for other commercial purposes but which has organized itself for the benefit of the public at large and having as its objective the promotion of social welfare'. According to Addis Ababa city finance and economy bureau (2016), (there are more than 2000 in country and 321 in Addis Ababa city) local nongovernmental organizations currently registered, sign agreement and have been providing different services to the community that focused on in different developmental issues including health, education, disability, economic strength, food security and others.

OSSHD previously Known as Organization for Social Services for AIDS (OSSA) is a local NGO established in 1990 to tackle the spread of HIV/AID in Ethiopia. Currently OSSHD is working in health program area like HIV/AIDS, Sexual reproductive health (SRH) and Harm reduction

special using drugs. The organization has 258 employees and working in all regions of Ethiopia including Addis Ababa and Dire Dawa.

The management of human resources in NGOs like OSSHD is crucial as it contributes to the performance and sustainability of the organizations, however many local NGOs including OSSHD face diverse problem in the area of human resource management practice. some of the challenges are Recruitment and Retention of Competent Staff, Inadequate Human Resource Policies or Procedures, Lack of Capacity to Manage a Diversity of Work force, Inadequate HR Management Skills among Supervisors, Inability to Offer and Provide Competitive Employee Incentives and Benefits, Inadequate Performance Management System and Inadequate Career Development Opportunities. Due to this motive the study try to investigate human resource management practice implementations and encountered challenges in OSSHD.

1.2. Statement of the Problem

Human resources are the life blood of an organization (Hilsop,2003). This implies that the practice & challenges of HRM has been a widely researched area. Result of studies, time and again showing that HR practices can generate increased knowledge, motivation, synergy, and commitment of a firm's employees, resulting in a source of sustained competitive advantage for the firm (Harter, Schmidt, and Hayes,2002). In organization for social Services Health and Development, the need for harmonization of different employee, cultures, and experiences as well as approaches in human resource management practice is crucial. After observation the employees of OSSHD in many occasion and conducting preliminary interview with the head of HR , it is seen that though the organization has a Human resource management system, the degree to which the system has been understood by its staff and their attitude towards the practices has not been yet studied or assessed.

Most local NGO organizations talk enthusiastically about their systems but how does it work out in practice? Is the purpose of HRM clearly identified? Do employees believe that there is a sound HRM system which satisfies them if not what dissatisfies them? For instance, in order to positively influence employee behavior & future development it has been frequently argued that,

employee must experience positive reactions in the practice of HRM; if not any HRM system will be doomed to failure (Ulah & Yasmin 2013).

As a local NGO, the current problems of OSSHD is lack of awareness of employees about HRM practice, less commitment of the administrator related HRM practice implementation and minimizing the HRM challenges . However employees of OSSHD have different issue because they are not comfortable with the current HRM practice. They complain that the HRM system has a gap; they also reveal that in some case the criteria set for functions of HRM are incomplete. This may lead the employees to be inefficient and ineffective. According to HR department (in 2018, 14.86%) top quality performers employees of the organizations have been moved to other private, non-governmental organization and other public organization. Therefore, based on the above problems, the researcher realized the fact that the issue requires research to be conducted. This study, therefore, attempted to asses   HRM practice and its challenge in OSSHD head quarter and its Addis Ababa branch office. Here under are some of the research questions related with the research problem expected to be addressed in the research.

 The research attempted to address the following basic questions

- ➢ What is employees attitude towards the practice of HRM in OSSHD?
- ➢ What is employees attitude towards the compensation system of OSSHD?
- ➢ How is the recruitment and selection carried out in OSSHD?
- ➢ How is performance appraisal carried out in the OSSHD?
- ➢ Does OSSHD has a training and development policy & practice?
- ➢ What are the major challenges that affect the human resource management in OSSHD**?**

## 1.3.	Objectives of the Study

1.3.1. General objective

The general objective of the study is to assess the HR practices (recruitment & selection, training & development, compensation and performance appraisal) of Organization for Social Service, Health and Development (OSSHD) and associated challenges.

1.3.2 Specific Objectives

Based on the above general objective, the researcher explicates the following specific objectives:-

➢ To investigate how human resource management is practice at OSSHD in related to HRM functions recruitment, selection, training and development, compensation and performance evaluations.
➢ To identify the major challenges of human resource management in OSSHD
➢ To identify how the HRM challenges minimizing.
➢ To provide recommendations that can improve the practices of HRM in the OSSHD.

1.4 Significance of the study

The finding of this study is believed to add valuable insights to the existing body of knowledge on the attitude of HRM practice and its challenge in OSSHD. Based on the research findings, other researchers will get a fresh reference to proceed with similar studies in local NGO's. In addition, it helps the researcher to acquire knowledge and practical experience on the subject under study.

The result of this study will also benefit Organization for Social Services Health and Development (OSSHD) to identify some of the strengths on the current HRM practice and build up on them while looking also on the gaps to improve them.

In addition, this study will serve as a reference material for further investigation for interested researchers.

1.5. Scope of the Study

The research is designed to examine the current practice & challenges of selected HRM process in the OSSHD. The focus of the study is limited to the selected HRM practices and challenges (Recruitment and Selection, Compensation, Performance Evaluation and Training and Development) of OSSHD. OSSHD is big local NGO in Ethiopia with multiple branch office in all regions of the country. due to time restriction coupled with financial constraint this research is limited to OSSHD headquarters and Addis Ababa branch office, according to HR department due to job opportunity in Addis Ababa there is high staff turnover rate (15-25staffs per year) as

compared to regional branch offices which also constitutes the strategic nerve center of the organization which determines what goes on in the rest of the country. The methodology used for this specific research is survey design backed by stratified random sampling techniques.

1.6. Limitation of the study

Although the research is believed to reach its aims, it has some restrictions; this research is conducted on a small size of population. Therefore, the result may not be applicable to all staff in the organization including branch offices. Furthermore, since a written questionnaire was used to collect information from the respondents willingness of the respondent to fill the questioner and busyness of senior management staff for interview limit the researcher from probing response.

1.7.   Organization of the study
The study will be organized into five chapters.

Chapter One consists of the background of the study, statement of the problem, research questions, General Objective, Specific objectives, Significance of the Study, Scope of the Study and Limitations of the Study.

Chapter Two looks at available literature done on practice of human resource management and its challenge by scholars who have studied the subject and the conceptual framework which outlines the relationship between the dependent and independent variables identified in the subject of study.

Chapter Three constitutes the research methodology, which is divided into the Research design, and Methodology, target Population, sampling strategy, data collection tools and techniques, data analysis and presentation, ethical considerations in the research.

Chapter Four covers data analysis, presentation and interpretation.

Chapter Five covers the summary and discussion of findings, conclusion, recommendations and suggestions for further research.

CHAPTERR TWO
LITERATURE REVIEW

2.1. Introduction

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 from various sources to support the research theoretically. The relevant HRM concepts can explain benefits of undertaking effective HRM practices in organizations. The chapter gives an overview of HRM theories to indicate the importance of HRM in managing people in any organization.

2.2. Definition of HRM Practices

According different authors, term "Human resources management practices" (HRM) is used in many different ways and that's why it has different definitions. For example, the term suggests a distinct philosophy regarding people-oriented organizational activities, a philosophy that helps modern businesses more than the classic personnel management did. And it is also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery& Doty,1996).

Human Resource Management (HRM) can be defined as focuses of managing people within the employer-employee relationship. Specifically, it involves the productive use of people in achieving the organization's strategic objectives and the satisfaction of individual employee needs (Stone, 2002).

HRM practices is an ensemble of strategically and operational activities (planning, recruiting and maintaining of employees), as a part of general management. And its purpose is to create an organizational climate for encouraging staff to achieve the objectives of the company. There are many resources that affect the performance of a company, but people, definitely, have a major contribution in adding value to the organization. Skills, experiences, expertise and the relations between employees have a major importance in success or failure of the company. HRM practices become a strategic business partner with an essential role in the success of the company. Classic theories suggest that HRM is (Cardon and Cardon, 2004):

- ➢ Part of the general strategy of the company – planning and establishing performance target

  according to the general objectives of the company;
- ➢ -Staff administration – efficient and legal administration of employees,
- ➢ Recruiting and selection – qualified employees' selection for vacant positions in the company;
- ➢ Training – continuous training for employees in terms of skills developing and updating information;
- ➢ Compensations and benefits – motivation of staff: salaries, bonuses, promotion opportunities,
- ➢ Labor protection – healthy and safe environment for employees.

2.3. Human Resource Concepts

HRM is an American concept. 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). Human resource management contributes to create high performance work systems by linking various employees in different departments in the same organization (Brewster, 2007). Organizations use the effectual HRM system to increase their competitiveness by investing in employee development (Sutiyono,2007).

HRM is a pattern of planned HR development and activities which affect the behavior of individuals with the intention of enabling organizations to achieve their goals. 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).

Wilkinson & Holden (2001) point out "The now extensive literature on human resource management rarely differentiates between human resource management and human resource strategy, although the former would suggest the day-to-day implementation of policy while the latter is a long-term perspective". Human resource management, as a long-term strategy, plays an important role in creating and developing an organization's competitive advantage in the corporate world. Adding value is another interest in human resource management , as employees add value to their organizations with performance improvement.

Human resource management is a unique and important concept its practices and challenges in local NGO's is the main research question that should be probe. People are an important aspect in all social organizations and from the perspective of the organization, people are resources and organizations cannot exist without them. The importance of people is immense as they support development of the organization's objectives and achievements for which NGOs are recognized for. Organizations are becoming aware that human resources are an important asset that can provide sustained competitive advantages. However adoption of effective human resource management (HRM) practices in many local Non Governmental organizations (NGOs) is often low in the list of management priority (Rehema C. Batti,2014). The lack of attention on the management of human resource is one of the factor standing between success and failure in many local NGOs in developing countries. According to Ulah & Yasmin (2013:2) in the age of competitiveness organizations cannot afford to bear the loss of potential human resource.

2.4. Historical Development of HRM Practices

Human resource management practices are both an academic theory and a business practice that addresses the theoretical and practical techniques of managing a workforce (Ahmed et al. 2005). Although it was commonly accepted that HRM practices had formally started with industrial revolution, the fact is that the roots of HRM lie deep in the past. Just as the employees who shared The tasks that have to be done in modern organizations, humans in ancient societies also, divided work among themselves. So it can be said that division of labor has been practiced since prehistoric times but the major contribution to the development of the HRM systems is provided by industrial revolution in the 1800's.

Since the 1980s, human resource management (HRM) practices strategy has become an important topic for the management area; HRM strategy has achieved its prominence because it

provides competitiveness and promotes managerial efficiency in the business area. The rise of human resource management practices in the 1980s brought managerial scholars to the link between the management of people and performance. A number of attempts were made to put empirical facts with the theoretical bones of the knowledge based firms and the specific HRM views concerning how the systems on HR practice, which can make an increment on the organizational performance. The approach that focuses on individual HR practices and the link with the performance continued since early 1990s (Hendry & Pettigrew, 1990).

2.5. Human Resource Practices

2.5.1 Human Resource Functions

2.5.1.1. Human Resource Planning

As defined by Bulla and Scott (1994), human resource planning is ' the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements '. Reilly (2003) defined workforce planning as 'A process in which an organization attempts to estimate the demand for labor and evaluate the size, nature and sources of supply which will be required to meet the demand.

A distinction can be made between ' hard ' and 'soft' as they point out, the soft version becomes virtually synonymous with the whole area of human resource management.

Human resource planning interprets these plans in terms of people requirements, focusing on any problems that might have to be resolved in order to insure that the people required will be available human resource planning. The former is based on quantitative analysis in order to ensure that the right number of the right sort of people is available when needed. The latter, s described by Marchington and Wilkinson (1996), ' is more explicitly focused on creating and shaping the culture of the organization so that there is a clear integration between corporate goals and employee values, beliefs and behaviors ' . But and will be capable of making the necessary contribution. But it may also influence the business strategy by drawing attention to ways in which people could be developed and deployed more effectively to further the achievement of business goals. As Quinn Mills (1983) wrote in his seminal *Harvard Business Review* article, 'Planning with people in mind ', human resource planning is 'a decision-making process that combines three important activities (I) identifying and acquire the right number of

people with the proper skill s, (2) motivating them to achieve high performance, and (3) creating interactive links between business objectives and people-planning activities.

Activities or process that should be practice during human resource planning are *(a)* Scenario planning: making broad assessments of future environmental developments and their likely impact on people requirements. (b) Demand forecasting: estimating future needs for people and competences by reference to corporate and functional plans and forecasts of future activity level (c) Supply forecasting: estimating the supply of people by reference to analyses of current resources and future availability. The forecast will also take account of labor market trends relating to the availability of skills and to demographics (Armstrong, 20 10).

2.5.1.2. Recruitment

Recruitment is defined as a process that seeks and obtains potential job applicants in sufficient numbers and quality in order to fulfill the available work positions, as well as meeting the organization's requirements and expectations (Shen & Edwards,2004).. Recruitment is highly dependent on job analysis to identify the organization's needs, and recruitment is also linked to organizational strategy through human resource management planning. Recruitment policy is very important to organizations, and it reflects an organizations' general strategy (Nel, Werner, Hasbroek, Poisat, Sono & Schultz, 2008). There are internal and external factors that influence recruitment. Government or trade union restrictions and labor markets are defined as mainly external factors influencing the development of recruitment policy; internal factors such as organizational policy and an organization's image can indicate the recruitment effort (Nel et al., 2008).

Recruitment methods are various from both internal and external aspects. In the internal aspect, current employees are allowed to apply for their desired jobs within their organization; referrals among current employees are also used as internal recruitment (Nel et al., 2008). External recruitment methods include advertisements, employment agencies/consultants, school recruitment, and electronic/Internet recruitment (Macky & Johnson, 2008). Internet recruitment is very common nowadays, and most organizations create 'online careers' for attracting applicants to post their applications online. Online recruitment brings more convenience for applicants as well as saving costs.

2.5.1.3. Selection

As a professional HR manager, it is vital to have the competency and ability to select appropriate employees and place them in suitable work positions (Marques, 2007). Selection is an important element in HR functions, because the selected employees have close relationships and connection with the organization's development. Selection is the process of gaining information for the purpose that decides who should be employed in particular work positions (Shen & Edwards, 2004).

There are some factors that influence employee selection. Internally, these include the organization's size and type, applicant pool, and selection methods to decide the requirements and outcome of employee selection. Interviews including unstructured interviews and structured interviews are key methods in employee selection. Interviews can give a much better picture of the candidates than reading their applications from paper (Macky & Johnson, 2003).

2.5.1.4. Induction /Orientation

As a newly appointed employee reports for work, he/she should be familiar with the work environment and the fellow employee. this is known as induction/orientation. The new employee can be inducted in to the organization by introducing him in to his job, to fellow workers, to supervise and to subordinate and to his job, to the organization as whole. The new employee should oriented to the new organization and its politics, rules and regulations. The purpose of orientation is to ensure that the work group well come and accept the employee. Orientation makes new employee at home and helps to adjust him/her in to new environment. it is a fusion process' and integrate the new employee with the organization(Goitom.A,2015)

Objective of Orientation

An induction or orientation program is design to achieve the following objectives;

I.   to build up the new employee's confidence in the organizational and in himself so that he may become an efficient employee;

II.   to develop among the newcomers a feeling belongingness and loyalty to the organization;

III.   to foster a close and cordial relationship between the new employees and old employees and their supervisors;

IV.   to ensure that the new comers don't form false impression such as negative attitude towards the organization or job because first impression is the best impression; and

V.   to give the newcomers necessary information such as location, lock-rooms, cafeteria and other facilities ,rest periods ,leave rules ,etc

As Goitom.A, (2015) wrote in his text book introduction to management , Orientation helps o reduce stat up cost that invariably occurs when an employee is new , to reduce the amount of anxiety an hesitation a new employee experience, to save time for supervision and co-workers, to reduce employee turnover, and to develop realistic job expectation and positive attitude. The following information may be provides during orientation program:

I.   Short history and general policy of the company;

II.   Operations, product or services of the company;

III.   Company's organizational structure;

IV.   Location and departments, and employee facilities;

V.   Personal policy and practices;

VI.   Rules, regulation and daily routines;

VII.   Grievances Procedure

VIII.   Safety Measures

IX. Employees activities, benefits and Services

2.5.1.5. Training and Development

Training and development is defined as activities within organizations, and managers have limited control over these activities. Training and development as a learning opportunity provides employees with an in-depth understanding of their organization's value and performance standard (Antonacopoulou, 2000). General training is understood by its applicability to most employers, and specific training is understood as the attainment of KSAs valuable to one employer. 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 literature leads to the sub-question requesting information from the respondents regarding HRM practices such as training and development.

Investing in employee training and development can enhance an organization's specific knowledge, especially in developing employees' KSAs in their professional area. It would not be easy to have fully capable and developed employees in organizations; however organizations can provide opportunities through effective training and development systems or programme to improve their employees' capability (Stone, 2008). 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. Training and development helps the organization's management meet its HR needs and requirements as well as improving their market value (Nel ., 2008).

Training and development in personnel control can be utilized to adjust antecedent conditions of performance including KSAs, and employee values and motives. Training and development is a way to add value to employees who are trained and developed, and it also adds value and creates a competitive advantage to their organizations (Burke & Hsieh, 2005). The purpose of training and development is to have the competency which relates to the cluster of KSAs that are associated with an organization's effective performance, and can be evaluated and improved through training and development (Berge, Verneil, Berge, Davis & Smith, 2002).

2.5.1.6. Compensation System

Compensation systems are designed to attract, retain and motivate employees while complying with all legal rule and regulations. Compensation refers not only to extrinsic rewards such as salary and benefits but also to intrinsic rewards such as achieving personal goals. autonomy and more challenging job opportunities (Wiley, C. (2007).Job evaluation is used to evaluate jobs systematically and to assign them to pay grades. Standard method of evaluation includes ranking, classification, point and factor compensation. Pay system are usually designed to compensate people work they produce, the skill they learn and use or the time they spend. An executive compensation system normally includes four components salary, bonus, long term intensive and profit.

According to Long, R.J.(2006)), wages, bonuses and other types of pay have an important influence on an employee's standard of living. This carries at least two important implications. First pay can be a powerful motivator. An effective pay strategy can substantially promote an organization success: conversely, a poorly conceived pay strategy can have detrimental effects. Second, the important of pay means that employees care a great deal about the fairness of the pay process. A recurring theme is that pay programs must be explained and administered in such a way the employees understand their understanding rational and believe it is fair.

Organizational reward system has a significant impact on the level of employee's job satisfaction. Job satisfaction is an employee's general attitude about the job. The major

components of job satisfaction are -attitude toward the work group; general working conditions; attitude toward the company; monetary benefits; and attitude toward supervision. Health, age, level of aspiration, social status, and political and social activities are other factors that contribute to job satisfaction (Singh, 2007).

2.5.1.7. Performance Evaluation

Performance evaluation and auditing relate to an organization's performance and goal attainment, employee attitudes, reputation, assessment of human resource management practices, and activity analysis (Baruch, 1997). 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 behaviors, against their organization's requirements. 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 (Stone, 2008).

Employee recognition is an important factor in human resource management evaluation. Performance-based compensation is a dominant human resource management practice, and it is used in order to evaluate employees' contribution to their organizations (Fletcher, 2002). Employees' recognition is mostly relevant to their quality of performance; human resource management playing the role of leading and monitoring employee performance as well as analyzing the results to make decisions (Boselie & Wiele, 2002). Employee recognition is also a tool to encourage and motivate the employee's intention to achieve a higher quality of performance (Sutiyono, 2007).

The well-recognized employees will be more confident for their tasks and they will put more efforts into their tasks to achieve more success and recognition from their organizations (Delpo,2005). Employee recognition can also be defined as an instrument to create a positively competitive environment within organizations (Fletcher, 2002). Money reward or any other non-monetary compensation, and this stimulates other employees' willingness to put forth more effort in order to also achieve the organization's recognition. It can therefore be seen that

employee satisfaction is an effective way to evaluate whether an organization's human resource management practices are implemented profitably.

In evaluating the human resource management process, it can be seen that monitoring is both important, and sometimes neglected, in organizations. Monitoring is consistent with behavioral perspectives and integrated with HRM practices in order to control employees' (Boselie & Wiele, 2002). HRM evaluation also obtains employee perspectives regarding their organization's rules and policy, and communicates with employees regarding the application of organizational rules and policy. HRM monitoring is the way to control employees' behavior under an organization's designed constitution, to make an effective and harmonious working environment (Lansbury,1988).

HRM evaluation has another important factor . Appraisal, especially performance appraisal, is the managers' observation of employees' behavior when they are carrying out their job; therefore feedback is the most important source of evaluation showing whether an employee's contribution is recognized by their organization (Fletcher, 2002). HRM evaluation/auditing/monitoring is to reduce an organization's strategic risk and create more value by restricting and limiting employee behavior under organizational rules and policy (Jawahar, 2007).

2.5.1.8. Employee Relation

The scope of employee relations covers, institutional relations ,employee safety, health, employment security, working condition and assistance with non-work problems. Government law regulates employee safety. Apart from fulfilling the obligations spelled out under law, employee's organized safety awareness programs to stress upon the the organizations commitment to safety. The components of program are hazard identification, communication and education to those t risk and reinforcement of safe practices. Employee health is taken care by employee assistance programs and employee wellness programs. Disciplinary procedures, compressed workweek, flexi time, job sharing and part-time work fall under the gamut of employment security and working conditions. To help the employees to manage their work and private life both, companies have started family friendly policies, which include childcare, elder care and family leave policy. The purpose of all these programs is to ensure the workforce's economy and psychological well being These programs help in enhancing productivity ,reducing

turnover and making the organization more competitive. Therefore, employee relations are meant to cultivate a sense of belonging to and oneness with the organization(Gibb, S. 2000).

2.5.1.9. Termination

Christie & Kleiner (2008) state that while terminating an employee is unpleasant, the outcome of termination may have a positive influence. When managers want to terminate their employees rightfully, they must have a comprehensive understanding of employment law, as well as criteria for specially protected workers such as consideration of people's race, gender, or religion (Kleiner, 2008). Termination is a sensitive element for organizations, and it can build relationship stress in the work place. HR professionals must have the ability to reduce employees' stress about termination, and give them an accurate understanding of the organization's discipline and termination procedure (Holmlund-Rytkonen & Strandvik, 2005)**2.4.**

2.6. Challenges of HRM

2.6.1. Challenges of HRM planning

Lack of succession planning affects motivation of the senior staff. Successors are not identified for key posts (or groups of similar key posts). Hence, the motivation of senior staff that is a capable replacement for their supervisors will be affected. This is because they do not see themselves as being valued by the organization that is unable to identify them as successors. This will lead to senior staff feeling unappreciated and moving to another organization because they do not see themselves having good career advancement in the respective organization that they are currently working in(Walker, 2001; Youndt et al., 1996). Lack of succession planning results in incapable top and middle management. Successors are found quickly when the person leaves the job instead of going through step by step procedures where the successor is identified even before the person leaves the job and learns from his future replacement. Hence, the successor who is found hastily and in a rush will be incapable in his or her new role because of the lack of education and training that he or she should have received from the person that they were replacing.

The challenge and HRM application methods are various) for instance, deciding the worth of staff poses a serious ethical dilemma, especially where performance and reward considerations are involved (Michael Rose, 2014). According to Micheal, (2007) Manpower planning is a major HRM challenge for organization managers, who are saddled with the problem of staff

recruitment and development. Some organization recruitments are mostly project based. The implication of this is that project staff have a start date and a known end date, which makes it tight for organizations to invest in staff development, in most cases, institutes ignore critical HRM issues such as induction for new recruits while staff are assigned to missions without any training on organizational culture (Beugré, 1998).

. This could dent the image of the organizations were the behavior of such new staff contradicts the professed values of the organization.

In human resource management, to provide the sufficient number of employees timely a plan should be made considering the organization's present potential, development trend and strategic targets(Kleiner, 2008). It is called as human resource management which aims using the present human resources wisely, supplies the future human resource needs in terms of quality and quantity.

The quality of human resources in an organization depends on the success in recruiting process largely. In the employee selection process, cannot finding sufficient number of candidates, who have competence with the job, may lead not to fill some empty jobs and recruitment of noncompeting employees in the context of the job. It will result with some negative events such as increase in efficiency as well as increase in wage costs, labor force transfer, job accidents, decrease in motivation and thus in job satisfaction, increase in supervision costs of the business that the employee recruited does not bear the qualities of the job in full.

Directly related to Human Resources planning is selection and recruitment of right people from internal or external sources. This obviously is another critical issue for HRM as it is directly related to cost and overall performance of the organization. Chowdhury (2002) emphasizes the importance of a talented workforce as "in an era of competition the growth of any organization is proportional to the growth of its talent."

As important as selection and recruitment is to retain good employees and to encourage them to give of their best. Therefore consistent reward systems are interrelated to objective, defined and consistent performance appraisal systems. Taylor (2009) states that four points are important to make the employee "fall in love" with the organization: Reward fairly in line with market place, treat well: i.e. focus in recognition of every employee's contribution, train and improve skills and develop talented people. Human Resources planning in other words manpower planning is one of

the important functions of any organization. The objectives of human resources planning are:

1. To determine the manpower required according to the development plans of the organization,

2. To control the manpower costs which have an important effect on profitability

3. To make the human resources work more effectively and efficiently,

4. To highlight the career development of the employees as well as cover their needs and improve their work condition to make them work highly motivated,

5. To determine the salary norms , to make job appraisals objectively and the wages accordingly,

6. To relate manpower supply and organizations manpower demand.

2.6.2. Lack of employees compensation

The factors which frequently impact the employee satisfaction include the employee compensation system as a key factor (Britton et al., 1999; Carson et al., 1999). In a study conducted in the maquiladora industry, employee compensation is considered as a critical factor in finding out employee satisfaction.

Today many organizations are increasing salaries and additional benefits of employees to fight back with employee retention. And several organizations nowadays are recognizing that retention is a tactical concern and helpful in achieving the competitive advantage (Walker, 2001; Youndt et al., 1996).

2.6.3. Unfairness in the Workplace

Employees who perceive unfairness in the workplace may exhibit varying degrees of negative behavior. However, because employees are individuals and the circumstances surrounding each employee and situation can and will differ greatly, reactions and outcomes to unfairness are not predictable. It is possible, that at least temporarily; employees will change their behavior, attitude or both in a negative manner, thereby lowering production and performance levels. Employees may also show signs of withdrawal behavior resulting in absenteeism or by leaving the organization. High turnover rates are a sign of employee attitude, intentions specific to distributive justice and low levels of engagement. Other negative behaviors may include, but are

in no way limited to; employee theft and workplace aggression. Additionally, an organization cannot ignore that employees may communicate their perceptions of unfairness with other individuals both within and outside of the organization. Other factors that impact perceptions of fairness include; proximity (how close an employee is to the situation and their level of involvement), expectations and entitlement (Beugré, 1998).

Employees who perceive unfairness in the workplace may experience feelings of under appreciation, lack of respect and recognition. Furthermore, the presence of hierarchal divisions and cliques increases the potential for perceptions of unfairness, breaks connections between employees and prevents groups from working together (Axelrod, 2000).

There is little doubt that perceptions of unfairness will lead to lower levels of employee engagement. Employees who do not see things as fair in the workplace are more likely to withdraw and display negative behaviors. However, it is not clear as to what extent employee engagement can influence perceptions of (un)fairness, nor how the reality of fairness affects employee engagement. However, fairness is considered to be one of the necessary conditions present leading to trust which is essential for employee engagement (Beugré, 1998).

2.6.4. Major cause for HRM challenges

2.6.4.1. Challenges of Diversity in the Workplace

There are challenges to managing a diverse work population. Managing diversity is more than simply acknowledging differences in people. It involves recognizing the value of differences, combating discrimination, and promoting inclusiveness. Managers may also be challenged with losses in personnel and work productivity due to prejudice and discrimination and complaints and legal actions against the organization (Devoe, 1999).

Negative attitudes and behaviors can be barriers to organizational diversity because they can harm working relationships and damage morale and work productivity (Esty, et al., 1995). Negative attitudes and behaviors in the workplace include prejudice, stereotyping, and discrimination, which should never be used by management for hiring, retention, and termination practices (could lead to costly litigation).

2.6.4.2. Managing Diversity of HRM

Organizations need to learn how to manage diversity in the workplace to be successful in the future (Flagg, 2002).Unfortunately, there is no single recipe for success. It mainly depends on the manager's ability to understand what is best for the organization based on teamwork and the dynamics of the workplace. Managers must also understand that fairness is not necessarily equality. There are always exceptions to the rule. Managing diversity is about more than equal employment opportunity and affirmative action (Devoe, 1999).

Social gatherings and business meetings, where every member must listen and have the chance to speak, are good ways to create dialogues. Managers should implement policies such as mentoring programs to provide associates access to information and opportunities. Also, associates should never be denied necessary, constructive, critical feedback for learning about mistakes and successes (Flagg, 2002).

2.6.5. Mechanism to minimize the challenges of HRM

Solve problems-Recommending solutions; a common expectation of HR professionals is not the same as solving problems. When it comes to the change agent role, the problems encountered are often loaded with emotional and political dynamics. The change agent must possess the insight to recognize the problem, the sensitivity to see its importance to those involved, the courage to take honest and often difficult measures to resolve it and the credibility to be heard.

2.6.5.1. Organizational culture

The idea that organizations have culture has been acknowledged since1939 research on creating social climate. Culture and climate are integral parts of an organization. Organizational culture refers to a system of shared meanings held by members that distinguishes one organization from other organizations. Organizational culture provides employees with a clear understanding of the way things are done in that organization. Organizational culture is the perceived, subjective influence of the formal system, the informal style of managers and other significant environmental factors on the attitudes, beliefs, values and motivation of the people in a particular organization (Siehl and Martin ,1990).

Hofstede (1980) felt that cultures which are high on the long-term orientation focus on the future and hold values in the present that will not necessarily provide an immediate benefit (e.g., Japan,

China), while cultures with short-term orientation (e.g., USA, Russia) are oriented toward the past and present and promote respect for tradition and for fulfilling social obligations. Most of the studies lack a clear theoretical conception of the nature of the culture performance link. Siehl and Martin (1990) elaborate on this view and also suggest that culture may serve as a filter for factors that influence the effectiveness of the organization. These factors may differ between organizations. A more thorough understanding of the mechanisms at play is essential for research on the culture-performance link. Wilderom and Van den Berg (1998) found no direct significant zero-order relationship between culture and performance.

2.6.5.2. Organizational Commitment

Due to employee engagement's close relationship to organizational commitment, understanding organizational commitment's relationship to change management may provide some valuable insight. The most important overall findings were that, "commitment to the change and the organization are not impacted in the same way by organizational change and individuals' reactions to change based on a complex calculus reflecting different aspects of the change and its consequences." The implication of these results is that focusing on a change initiative's impact on either of these two types of change, by themselves, is not satisfactory (Konrad ,2006). More specifically, commitment to the change reached its highest level when; the change demads occurred primarily at the unit level, change demands at the individual level were low, and the change was deemed favorable. If the change was seen as generally unfavorable commitment dropped.

Chawla and Kelloway (2004) completed a study of 164 employees to determine variables that predicted an individual's commitment to an organizational change. Their results highlight the impact perceptions of procedural justice have on understanding organizational commitment. And determined that communication and job security were both direct and indirect predictors of trust and openness (i.e. commitment). Participation (i.e. employee involvement) was a direct and indirect predictor of trust but only an indirect predictor of openness. Finally, trust and openness negatively predicted an employee's intention to leave the company and turnover intentions predicted neglect. Konrad (2006) supports the notion that employee involvement is key to employee engagement by stating, "Employees who conceive, design and implement workforce and process changes are engaged employees."

CHAPTER THREE
RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter presents the methodology that was used to carry out this study it includes the research design, population studies and sampling strategy, the data collection process, the instruments used for gathering data, and how data will be analyzed and presented All the elements in this chapter are constructed based upon the purpose of the research which is identifying the practice HRM implementation and challenges. Primary data were mainly used for this research.

3.2. Research Design

Research design is the blueprint for fulfilling research objective and answering research questions. In other words, it is a master plan specifying the methods and procedures for collecting and analyzing the needed information and reporting the finding (Y.K singh, 2006). The researcher used mainly quantitative research approached with some degree of qualitative research and backed by descriptive research method to demonstrate and evaluate the application of HRM practice and its challenge found in OSSHD.

This approach is selected because the study was to assess HRM practices and its challenge in OSSHD. In this study the researcher used survey design the most common type of descriptive research methods. This is because the survey design is preferable to conduct research employing large number of people questioning about their attitudes and opinions towards the specific issue, events or phenomena either in person, on paper or online.

3.3. Source of Data

The study has utilized both primary through distribution of questioners and interview and secondary data sources like OSSHD HRM manuals and annual report in order to have more reliable findings. Both data source was employed for the reason that they gave the findings broader base and depth. The primary data for the study was collected using structured interview questionnaire and carefully designed interview questionnaire. Secondary data were collected and reviewed from HR manual ,relevant books, internet sources, academic journal, unpublished materials, annual reports and works various researcher in the topics .

3.4. Target Population and Sample Design

3.4.1. Target Population

Population refers to the entire group of people; event or organizations that a researcher wants to study. The population for this study was taken from OSSHD office and it Addis Ababa branch. According to OSSHD Human Resource department data, the population of this specific research is 110 employees serving more than a year , registered and having a agreement with OSSHD head quarter and Addis Ababa branch offices to perform different tasks. The population size is therefore finite.

3.4.2. Sampling Design

The study used OSSHD in the study areas there are a total number of 110 employees. Therefore, for this research the number of sample respondents was determined by using Yamane's (1967) formula with 5% precision Levels where Confidence Level is 95% .

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

Where: **n** = the sample size **N**=the study population **e** = the level of precision **1** = designates the probability of the event occurring.

The researcher deemed necessary to take independent sample for each levels of management or administrators to ensure equal representation because each levels have different number of employees. Therefore, the sample size for each respondents calculated using proportion. The study used proportionate sample allocation formula so as to make each stratum sampled identical with proportion of the population. Therefore, proportional sample size from each stratum will calculated by using the following formula

$$ni = \frac{n * Ni}{N}$$

Where: ni= sample size for each strata's Ni= the total number of employees in OSSHD N=the total number of employees in the selected office n= the total sample size for selected units.

Table 3.1: Proportionate sample for each stratum

No	Data Source	Population	Sample size
1	Top level MGT	7	5
2	Middle level MGT	10	8
3	Lower level MGT	24	19
4	Non Management staffs	69	54
	Total	110	86

Source: Own survey (2019)

By taking the above Table, in to consideration, the researcher selected 86 sample respondents from the total member of the respondents using proportional methods. Having selected such number of sample respondents, the questionnaire were distributed by using systematic random sampling method to get each respondent from each respondent positions based on sample frame (list of employees). This sampling technique was chosen as it gives each member of population equal chance of being selected and homogeneity of population characteristics. Therefore, the researcher employed systematic random technique to get sample respondents from the target population.

3.5. Data Collection Instrument

Data has collected using standard questionnaire which was adopted from various scholars" works had been utilized by the researcher and used as a measuring instrument for this study. Focusing on HRM practice and its challenge to be responded by sampled respondents specifically designed to capture responses to assess the HRM practices and challenge in OSSHD. The questionnaires of this research are adopted from Ritana (2015) and National Center of Social Research (2004) and modified according to the specific title of the research. In addition to this the researcher added some relevant questions which are important to achieve the objective of the research. Personal data: Age, Gender, Educational qualification, Tenure and Job category and these are measured on an ordinal and nominal scale. Questions in key dimensions of the study: Formal policies and procedure of HRM; practices of HRM and challenges of HRM practices.

3.6. Procedures of data collection

The data collecting instruments were intended on the basis of the review of the literature and the

planned data to be collected. The data for the study were acquired from both primary and secondary sources. Primary data source were gathered through questionnaires and interviews which are relevant for the study. Questionnaires were prepared in English languages, The questionnaires were composed of a different approaches like choice yes or no, agree or disagree and they were prepared for all groups of respondents .Eighty Six copies of questionnaires were distributed to respondents.

Then, questionnaires were planned and pre-tested to ensure its simplicity and understandability before it was distributed to respondents. As a result, some unclear questions and pointless question items were clarified. Therefore, certain modifications were made for the final investigation. Interview has been conducted on the purposely-selected interviewers and focused on short listed concerned respondents.

3.7. Data Analysis Method

Following data collection, data processing were conducted through filtering inaccuracy, inconsistency; incompleteness and illegibility of the raw data to make analysis very easy. To solve such problems manual editing, coding, data entry, and consistency checking has been done carefully. Computer aided analysis programs save time and provide the accuracy and wide variety of analysis (Fsher, 2007).

The method of analysis was mainly descriptive analysis. The data obtained from questionnaires were analyzed quantitatively, descriptive statistic quantitative measures using mean, standard deviation and percentage to analyze . To do this, SPSS version 20.0 program was employed to analyze the data. While qualitative data obtain through interviews and documents were analyze qualitatively in sentence form. Finally, the results discussed and interpreted to draw important findings, conclusions, and recommendations.

3.8. Validity and reliability

Validity refers to the extent to which a measurement instrument actually measures what is intended to measure. Validity is concerned with the degree to which the designed questionnaire items fairly and accurately represented the main variables. In order to assure validity, the questionnaire was forwarded to my advisor. Additionally, to refine the reliability of the questioners the research applied Chronbach‟s alpha test using SPSS. Chronbach‟s alpha greater than 0.70 and higher is acceptable to determine the reliability of variable (Bonnett and Wright, 2014) and the result is shown in the table indicate the reliability is 0.782.

Table 3.2: Reliability Statistics

Cronbach's Alpha	N of Items
.782	33

3.9. Ethical Consideration

Ethics refers to norms or standards of behavior that guide the moral choice about our behavior and our relationship with others. The researcher has obtained the consent of the organization for the study. Employees who have completed the questionnaire have been informed about the purpose of data collection, analysis and the covenant to maintain privacy of their responses. Confidential information of the office has not disclosed and the collected data have used for the purposes of the study only. Regarding published and unpublished materials used in the literature review and throughout all part of the study, all citations from copy right holder has been made properly.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1. Introduction

In this chapter of the research the data collected from different sources are presented, analyzed and interpreted. Accordingly, the chapter deals with the demographic nature of the respondents, analysis and interpretation of the data collected. The analysis of data is processed in line with the basic research questions and objectives of the study. The chapter has two parts, the first part present the characteristics of respondents, the second part present detailed analysis and discussion on data collected through questionnaire for Human resource practice and challenge in selected function of HRM. The details are presented in the upcoming sections:-

4.2. General Information

As presented under the methodology part of the study, questionnaires are prepared and then distributed to the different sample staff. Accordingly, 86 questionnaires have been distributed out of which 7 were for the top level managers, 10 for the Middle level Managerial position, 24 for the lower level Managers, and the remaining 69 for other supporting staffs.

4.2.1 Response rate

Table 4.1. : Questionnaires Return Rate

| Description | Numbers | | | | |
	High level MGT	Middle level MGT	Lower Level MGT	Other Staffs	Total
Distributed	6	10	24	46	86
Returned	4	10	21	43	78
Total	4	10	21	43	78

Source: Own survey (2019)

As illustrated in Table 2. Shows that 78(90.6%) employees were kind enough to fill and return the questionnaires on time. This can be considered as fair representation of the population.

4.2.2. Respondents Profile

Table 4.2: Descriptive statistics for general information sex of employee

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	37	47.4	47.4	47.4
Female	41	52.6	52.6	100.0
Total	78	100.0	100.0	

Source: Own survey (2019)

Table 4.3: Descriptive statistics for general information age of employee

	Frequency	Percent	Valid Percent	Cumulative Percent
20-24 Yrs	8	10.3	10.3	10.3
25-29 Yrs	15	19.2	19.2	29.5
30-34 yrs	29	37.2	37.2	66.7
35-39 Yrs	19	24.4	24.4	91.0
More than 40 Yrs	7	9.0	9.0	100.0
Total	78	100.0	100.0	

Source: Own survey (2019)

As shown in table 4.1, of the total respondents 37(47.4%) were male and the remaining 41(52.6) were female. This indicates that the number of proportions between male and female employees in the organization is not proportional. With regard to respondents' age category, in table 4.2, the highest group of respondents' i.e 29 (37.2%) fall under age category of 30 – 34. This implies that most of the employees are youngsters. The second higher group 19(24.4%) fall under age category of 35 – 39,the third higher group 15(19.2%) fall under age category 25-29. The remaining groups of respondents are below 25 and above 40 years which each of them accounts 8(10.3%) and 7(9%) respectively, of the total respondents.

Fig 4.1: Employee education level
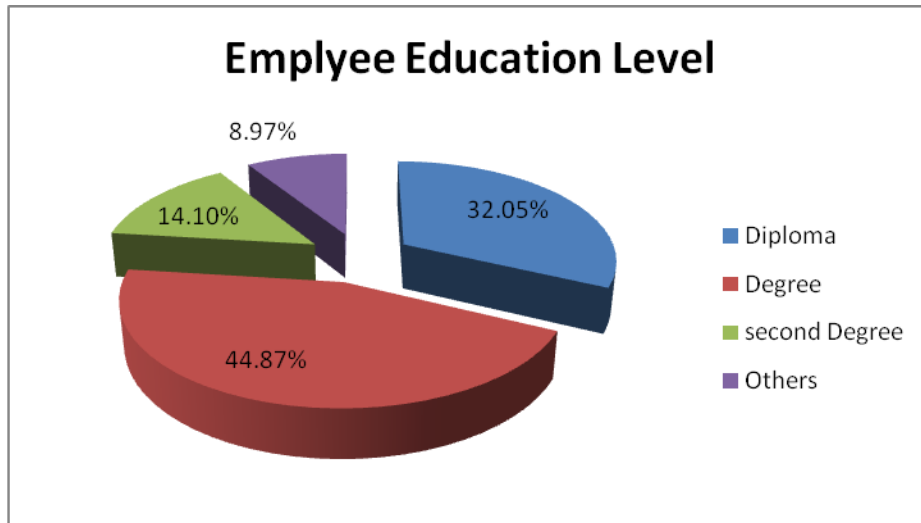
In relation to employee level of education the above chart clearly indicated that majority of the work force (44.87%) acquired first degree. Diploma holder constitute 32.05%, Masters holder constitute of 14.10 % and the rest 8.97% do not have higher level education. This implies that employee of organizing for social services Health and Development (OSSHD) are fairly educated and from this it is possible to infer that the work force composition of the respondent are well qualified to explain about the practice and challenge of Human Resource management.

Fig 4.2: year of experience of Employee
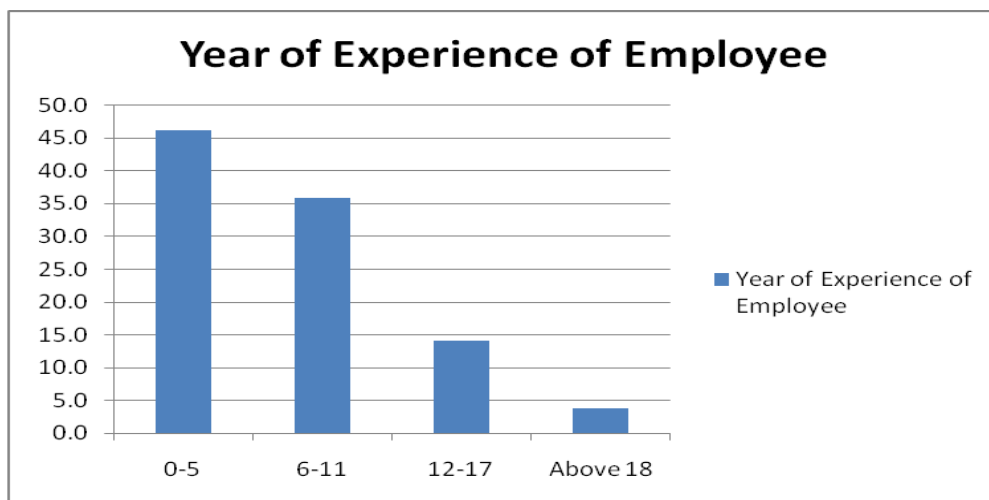
Out of 78 respondents, 46.2% had worked for a period of 1 year -5 years. 35.9% for a period of between 6 and 11 years, 14.10% had been employed for 12-17 years while the rest 3.8% had

been in service for more than 18 years. It may be concluded that majority of the employees had been with OSSHD office in the range of 1-5 years which implies that staff turnover is a significant factor for OSSHD.

4.3. Analysis For HRM practice and Challenge

The collected data is analyzed to answer the research questions of the study in related to recruitment and selection, training and development, compensation system and performance evaluation.

4.3.1 Analysis for HRM practice

4.3.1.1. How is the HRM practice carried out in the organization?

The study tried to find out the importance of HRM awareness raising training for employees, and to investigate the responsibilities of the administrators in giving or creating awareness to their employees about HRM practices. Table. 4.4 below tells the participations of administrators in giving awareness about effective practices of HRM in the OSSHD.

Table 4.4: Does OSSHD administrators provide awareness raising
instruction regarding HRM practice ?

To	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	21	26.9	26.9	26.9
No	48	61.5	61.5	88.5
Sometimes	7	9.0	9.0	97.4
I do not know	2	2.6	2.6	100.0
Total	78	100.0	100.0	

Source: Own survey (2019)

As can be seen from above table (item 1), 48(61.5%) respondents answered "no" about the question that indicate the involvement of the administrators increasing awareness raising training regarding to HRM practices, On the other hand 21(26.9%) respondent answered "yes" that the administrators provide awareness. And from the total 7 (9%) and 2(2.6%) selected "sometimes" and "I don't know" respectively about the question raised.

This infer that the administrators did not involve or provide awareness raising training for their employees about the HRM practice in OSSHD. To implement good qualities of human resources management, administrators should give awareness raising trainings for employees in every hierarchy of job and all employees must participate on it.

Table 4.5: Sense of responsibility of administrators in HRM practice

	Frequency	Percent	Valid Percent	Cumulative Percent
High	14	17.9	17.9	17.9
Average	52	66.7	66.7	84.6
Low	12	15.4	15.4	100.0
Total	78	100.0	100.0	

Source: Own survey (2019)

As can see from the above table, respondents were asked the question that "the sense of responsibility of the administrators on taking cares of OSSHD employees". From the respondents 14(17.9),52(66.7%) and 12(15.4%) high, average and low had answered respectively. To have a good implementation of HRM practices, responsibility of administrators taking care for the employees should become high. On this concern, code 1 of the interviewees stated as follows:

*OSSHD has a good HRM policy at place that encourages the interaction between employee and the administrator to bring good practice. The interaction between employees and administrators are not that much strong in our organization. With regard to communicating the HRM police, there is no awareness raising provision in our organization about the way of implementing the HRM polices and strategies process. What the administrators are doing in the organization is after the problems happening they try to discuss with the employees. There are no that much preventing methods in OSSHD. (*Interview 29 *April. 2019).*

To bring good HRM practice in OSSHD, employees must be given high attention. Moreover to implement good qualities of human resources management, the administrators should give awareness raising trainings for employees in every hierarchy of job description. And all employees must participate on it.

Table 4.6: The main participants for HRM practices

	Frequency	Percent	Valid Percent	Cumulative Percent
Top level	8	10.3	10.3	10.3
Middle levee	25	32.1	32.1	42.3
lower level	40	51.3	51.3	93.6
Non management staffs	5	6.4	6.4	100.0
Total	78	100.0	100.0	

Source: Own survey (2019)

The concern of main participants of HRM practices as shown in the above table. The respondents indicated, 40(51.3%) of lower level management and (25) 32.1% of the respondent agreed that the Meddle level management should be the main participants to practices of HRM in the OSSHD.

The remaining 8(10.3%) and 5(6.4%) staff the respondent indicate top level management and non management staff respectively. On this concern, code 2 of the interviewees stated as follows:

For the practices of HRM in the OSSHD, the main participant should be administrators of any level or department. Other employees are support or participate on the practices of HRM , but in my opinion administrators have high share to participates and practices of the human resources managements(April 29, 2019)

To have a good implementation of HRM practices involvement of top level management should be considered, Even if top level management concern is more of strategic, their involvement decide the fate of the organization in this competitive environment .

4.3.1.2. Descriptive statistics Analysis HRM practices

This sub section of the chapter puts the results for the descriptive analysis and interprets it accordingly. Evi Susanti et al., (2015), made the categorization of such descriptive statistics for mean based on the class length. Their research scale was five point Likert"s scale type. The class interval and the scale they assigned for was 1 to 1.799 is not good; 1.8 to 2.599 is less good; 2.6 to 3.399 is pretty good; 3.4 to 4.199 is good and 4.2 to 5.0 is very good with 0.8 class interval found as [(5-1)/5] = 0.8. The research also used five point Likert"s type scale. Accordingly, the interpretation had based on their setting.

Table 4.7: Descriptive statistic for recruitment and selection

Item	N	Mean	Std. Deviation
Recruitment goal and philosophy considered during recruitment effort	78	2.38	1.198
Recruitment and selection process usually transparent and Objective	78	1.97	1.227
Variety of Selection and recruitment tool used during the process	78	3.56	.934
Recruitment and selection is influence by discrimination based on Demography	78	1.97	.897
Over all Mean/St. deviation	**78**	**2.47**	**1.06**

Source: Own survey (2019)

As indicated in the table 7 above, all the values for the questions to rate the recruitment and selection schemes of the company are in between 1.97 to 3.56. The overall average mean (2.47) of recruitment and selection is under pretty good range, this inferred that majority of the staffs agreed that recruitment and selection system is better. whereas the score below average shows that the description of the respondents is less good about the recruitment and selection system. Base on the result some respondent discomfort about recruitment and selection system, according to their response the system is not transparent and objective, and highly influence by discrimination based on demography.

Table 4.8: Descriptive Statistic for Salary and benefits structure and Increase to adjust cost of living

Item	N	Mean	Std. Deviation
Organization has standard salary and benefit structure Schemes	78	2.27	1.276
organization provide Salary Increase to adjust cost of living	78	1.12	.322
Overall Mean/St. deviation	**78**	**1.69**	**0.80**

Source: Own survey (2019)

As indicated in the table 8 above, the values for the questions to rate the organization increase salary and benefit structure and salary increase to adjust the cost of living arise from inflation is between 1.12 to 2.27. The overall average of mean is under not good range. This shows that the organization did not have standard salary and benefit structure Schemes and salary increment to adjust cost of living adjustment for its employee during inflation.

Table 4.9: Descriptive statics for staff performance Evaluation

Item	N	Mean	Std. Deviation
know the existence, objective/purpose of performance appraisal in OSSHD	78	3.59	1.122
The criteria use to measure performance is related to your job or job description	78	2.68	.987
Evaluation process is fair and transparent for all	78	3.49	1.041
Appraisal gives you feedback on the result of the evaluation on time and discuss on the matters	78	2.68	1.122
Information generate through performance evaluation used to motivate the subordinate through recognition	78	2.42	1.157
Overall Mean/St. deviation	**78**	**2.97**	**1.09**

Source: Own survey(2019)

As indicated in the table 9 above, all the values for the questions to rate the organization staff performance evaluation system is between 2.42 to 3.59. The overall average of employee performance appraisal (2.97) is under pretty good range. This shows that the description of the respondents is pretty good with regard to employee performance evaluation system, this infer that majority of the employee satisfied with organization performance evaluation system.

Table 4.10: Descriptive statics for staff training and development

Item	N	Mean	Std. Deviation
Does OSSHD have clear policy for training and Development	78	2.26	1.025
In your opinion, do you think training has helped improve your job performance	78	2.81	.954
The assignment of employee for training is aimed to attain organizational objectives	78	2.87	1.049
Difficult to evaluate/rate the quality of the training programmed/s for which you have participated?	78	2.40	.762
Overall mean/St. deviation	**78**	**2.58**	**0.95**

Source: Own survey (2019)

The above table 10 indicates that, does the organization has clear policy for training and development scored a mean and standard deviation of (2.26 and 1.025), the training helps employee to improve his/her job performance has scored a mean and standard deviation of(2.81and .954). The assignment of employee for training is clearly related to the organizational goal has scored a mean and standard deviation of(2.87and 10.49) and Difficulty of evaluating training quality for which employee participated has scored a mean and standard deviation of(2.40and .762).The overall range is 2.58, this indicates that the organization need further improvement with regard to the training and development schemes.

4.3.2. Analysis of HRM Challenges

4.3.2.1 Challenges of HRM and who should be the responsible to minimizing it in OSSHD.

The study tried to see the challenges that affect human resources management in the organization under the study, kinds of challenge exist , who should be responsible minimizing these challenges and as whole organizational capacity to solve the challenge.

Table 4.11. To know about the challenges that affect HRM, kinds of Challenge and who should be responsible.

Does OSSHD has challenges that affect HRM practice ?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	53	67.9	67.9	67.9
	No	20	25.6	25.6	93.6
	Do not have an Idea	5	6.4	6.4	100.0
	Total	78	100.0	100.0	
Kinds of challenges exist in OSSHD?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hiring problem	6	7.7	7.7	7.7
	Admin committeemen problem	63	80.8	80.8	100.0
	employee performance problem	9	11.5	11.5	19.2
	Total	78	100.0	100.0	

Who should participate in minimizing human recourses mismanagement					
		Frequency	Percent	Valid Percent	Cumulative Percent
	Employee	11	14.1	14.1	14.1
	Administrator	67	85.9	85.9	100.0
	Total	78	100.0	100.0	

Source: Own survey (2019)

As shown in the above table, (item one), the challenges that affect HRM in OSSHD. From the 78 respondent, 53 (67.9%) say "Yes " there were challenges that affect HRM practices in the organization . This indicates that employees has face different problems in the organization. Contrary20(25.6%) and 5(6.4%) the respondent answered that there were no challenges and. they have no an idea about respectively about the challenges in organization.

The second item from the same table shows that, 63(80.8%) of employee answered the kinds of challenges that there was a commitment problem of administrators. The reason may be that administrators were not implementing and following the rules and regulation of OSSHD. From the total respondents, 9(11.5%) of them responded that the problem was concerning performance of employees. And the other 6(7.7%) respondents viewed that there was hiring problem in OSSHD.

In the same table (item 3) as to who should be responsible (participant in) for minimizing the human resources management challenges "The administrators or Employee of the organization". From the respondents 67(85.9%) answered that administrators have high responsibility to minimizing the human resources mismanagement as the close to HRM practice. It indicates that the responsibility of the administrators is high to reduce HRM challenges in the organization under the study. On the other hands from the total respondents 11(14.15%) answered the responsibility OSSHD employee because to some extent during mismanagement of the practice employees are also involve by providing there grievance and also exercising there right. On this concern, code 3 of the interviewer stated as follows:

There are challenges in our organization. Among the challenges are commitments of administrators less employee compensation schemes . Administrators are not working their own jobs on time by following rules and regulations of the OSSHD. Because of these problems different challenges are facing the employees as well as the management of the organization at different level regarding compensation system OSSHD does not provide competent salary and benefits to it employees, the salary scale is also not updated since 2013 this leads to high staff turnover . (interview, 29 sep.2019)

To minimize the human resources mismanagement, all the staff members and the management at all level should be participants. Among from all the participants' administrators should be the main participants and should have high share to prevent or minimizing the HR challenges in OSSHD.

4.3.2.2. Descriptive Statistics Analysis Challenge of HRM practice

Table 4.12: Descriptive statics challenge on Recruitment and selection.

Item	N	Mean	Std. Deviation
Lack of proper HR planning for recruitment and selection	78	1.41	.844
Lack of recruitment and selection tool	78	2.54	.949
Lack Monitoring and controlling mechanism to evaluate the effectiveness of recruitment and selection	78	2.42	.845
Overall Mean/St. deviation	**78**	**2.12**	**0.88**

Source: Own survey (2019)

As indicated in the table 12 above, all the values for the questions to rate the challenge of recruitment and selection schemes of OSSHD are in between 1.41 to 2.54,The overall average of challenges of recruitment and selection is (2.12) under pretty good range. The result shows that the description of the respondents is less good, it can be said that and there is a gap and challenge in related to HR planning ,tool for recruitment and selection and evaluation mechanism of recruitment and selection system of the organization under the study.

Table 4.13: Descriptive statics challenge on compensation system.

Item	N	Mean	Std. Deviation
Inability to office and provide competitive salary and benefits	78	1.64	.805
Salary and benefits is provided are dependent on donor Fund	78	1.15	.536
Overall Mean/St. deviation	**78**	**1.40**	**0.67**

 Source: Own survey (2019)

As indicated in the table 13 above, all the values for the questions to rate the challenge of salary benefits system of OSSHD are in between 1.15 to 1.64, which is under not good range. The overall average of challenges of recruitment and selection is (1.40) under not good range. This show majority of the respondents discomfort about salary and benefits package offered by organization. This indicate that salary and benefits package is less as compared to other organization doing the same job and the salary and benefits allocated for the employee is highly dependent on the donor fund. This sometimes impacts heavily on the staff morale and performance with in these organizations.

Table 4.14: Descriptive statics challenge on performance evaluation system.

Item	N	Mean	Std. Deviation
Performance Appraisal is not done base on the relationship.	78	3.65	.753
Performance evaluation system does not link the organization goal with employee goal.	78	2.19	.646
Overall Mean/St. deviation	**78**	**2.92**	**0.70**

Source: Own survey (2019)

As indicated in the table 14 above, all the values for the questions to rate the challenges of performance evaluation system of OSSHD are in between 2.19 to 3.65, the overall average of challenges of performance evaluation is (2.92).This shows that the description of the respondents is under pretty good. But from this the researchers conclude that there is still a challenge in the organization performance and evaluation system to link goals of employee with OSSHD.

Table 4.15: Descriptive statics challenge on training and development

Items	N	Mean	Std. Deviation
MGT does not support training program	78	1.51	.964
Discrepancy b/n the provide training and development and job skill	78	2.45	.962
Sending in appropriate trainee to the training program	78	2.18	.679
Overall Mean/St. deviation	**78**	**2.05**	**0.87**

Source: Own survey (2019)

As indicated in the table 15 above, all the values for the questions to rate the challenge of training and development system of OSSHD are in between 1.51 to 2.45, the overall average of challenges of recruitment and selection is (2.05). This shows that the description of the respondents is less good. According to the result the organization under the study has a challenge to cover high cost of training and development, the organization do not support training programs, moreover the training opportunities were available for the relevant staff was not given chance to attend and instead another staff who do not directly related to the training attend the training.

Table 4.16: Level of Solving HRM problem

Level of solving problem					
Item 1		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very High	1	1.3	1.3	1.3
	Moderate	27	34.6	34.6	35.9
	Very Low	51	64.1	64.1	100.0
	Total	78	100.0	100.0	

Source: Own survey (2019)

Table 4.17: If "Low" What is the reason

Item 2		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Carelessness of Admin	58	68.5	68.5	68.5
	Lack of expertise	20	31.5	31.5	100
	Total	78	100.0	100.0	

Source: Own survey(2019)

As can be seen from above table(item1) 16, 51(64.1%) respondents answered "Very low" about the question that Capacity of OSSHD to solve HRM problem, On the other hand 27(34.6%) respondent answered "Moderate" 1(1.3%) "Very high" respectively.

The capacity of organization regarding to minimizing the challenges of HRM is very low, the result indicated that there was no good coordination in the OSSHD to minimize the challenges and administrators and staff member doesn't feel responsibility for reducing the challenges.

From the above table 17 the second item, 58(68.5%) respondents answered that carelessness of administrators was factors regarding to minimizing the challenges in OSSHD. It may be indicated that administrators were did not perform their duty properly in the organization.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1. Summary of Research Finding

The main purpose of this study was to assess on the human resource management practices and Challenges: the case OSSHD. To meet the objectives, this study had addressed basic research questions .In dealing with the research question, related data was gathered mainly through questioner and interview. The data obtained were analyzed and interpreted by using percentage, descriptive statistics and qualitative analysis for the questioners and interviews. Based on the analysis made, the summary of the findings are organized as follows.

The demographic characteristics of the respondents indicate that Among 78 employee 41(52.6%) are men and remaining 37(47.4%) are women. Regarding age structure of the employee in the study area is relatively fair in its composition, those in the age above 20-24 are 8 (10.3%) and 70(89.7%) employees were above 25 years respectively. This indicates that most of respondents were matured enough and their response valuable for the study of human resource management practices.

Further the educational background 32.05% was diploma holder 44.80% first degree , 14.10% was second degree holder and there rest were 8.97%. the educational background indicated It is enough to implement practices of human resources management principles, strategies, visions, rules and regulations in OSSHD. With regarding to work experiences of employee, 50% of the sample populations have above six years of services. This could illustrate, employees of the organization under the study have well developed HRM practices experience.

The study found that 48(61.5%) of employees agreed, there were no providing of raising awareness by administrators about HRM practices in the OSSHD. In addition to this 14(17.9%) employee answered that administrators involvement in HRM practices is low. This indicates that there is less participation of the administrators or management in HRM practice.

The finding indicated that recruitment and selection process of HRM practice is not transparent and objective and also it was influence by discrimination based on demography especially in age category. These indicate that the HRM practice in the OSSHD is not fair.

The respondent agreed the organization under the study agreed compensation system of HRM practice of OSSHD is not good it is also major challenge for the organization. This indicates OSSHD did not have standard salary and benefit package as compared to other organization doing the same job. Concerning employee performance evaluation the respondents agreed that there were fair evaluation of HRM practices in OSSHD. This is one of the mechanisms to bring good quality of HRM practices

The study found that training and development respondent agreed that there were less good training and Development of HRM practice in OSSHD .This indicate that the employee of the organization did not satisfied with training and development policy the organization, assignment of trainees and the training benefits attended by employee.

The result on major challenges of OSSHD HRM practice showed that from the respondents, 63(80.8%) of employee answered less commitment of administrators to implement the Human Resources Management and in minimizing the challenges in OSSHD, from the respondents 67(85.9%) of the employee answered that administrators should be more participants when it compare to employee of the organization.

The study indicated that, the capacity of OSSHD to solve the problems is very low, from total respondents 50 (64.1%) of reported that the capacity were very low due to carelessness of the administrators 58(68.5%) respondents agreed.

5.2. Conclusion

➢ As the results of the study employees OSSHD were not providing of awareness raising session or training on implementations HRM practices in the organization. Lack of awareness affects quality of human resource management in the OSSHD. Further, based on findings of the study, the administrator's OSSHD were not participants as required in implementation of HRM practice.

➢ In OSSHD, there were problems, concerning recruitment and selection besides HR planning; the process is not transparent and objective. It was also highly influence by discrimination based on demography.

➢ The compensation system of OSSHD salary and benefits structure accompanied with cost of living adjustment as compared to organization at same level work the same job is another area of HRM practice that needs improvement. Concerning the training and development process of OSSHD, due to high cost of training and development the organization doesn't support training programs.

➢ As the results of the study, the major challenges were the commitments of administrators to implement the HRM process in OSSHD. Administrators have high value for HRM in the organization. Without commitments of administrators HRM was not successfully Minimize the challenges.

➢ The study found that, OSSHD did not have capacity to solve the problems. Having no solving problems capacity indicated that there were less commitments or carelessness of the administrators to minimize the challenges of HRM in the in the organization.

➢ Base on findings of the study, the respondent agreed that there were challenges in employees' compensation system (salary, benefit and COAL.) in OSSHD. Compensation of employees helps to minimize the challenges of HRM in the organization. The respondent also agreed that the performance evaluation system of the organization is relatively good but the problem were the administrators did not use the result to motivate employee.

5.3. Recommendation

Based on the findings and conclusion reached, the following recommendations are forwarded:

➢ Lack of awareness affects the quality of HRM practices. In addition to developing relevant HR policy or guideline, OSSHD should provide employees awareness raising training about HRM practice.

➢ Due to having close relation with the HRM practices, OSSHD top level management should actively participate.

➢ In order to acquire talented and experience staff, OSSHD recruitment and selection system should be transparent, objective and should be have HRP. All employees of the organizations should support their own share to have good practices of HRM in the OSSHD.

➢ In order to keep employees moral and performance as well as to retain experienced and talented staffs, OSSHD compensation system should be improve working closely in partnership with donor organizations.

➢ Training is the primary means to transfer programmed organizational knowledge and knowhow to employees. Regardless of high cost of training, OSSHD should prepare training and development policy to upgrade the knowledge and skill of the employee as well as the management. It is also suggested that OSSHD should strengthen the training need identification & evaluation system of OSSHD.

➢ OSSHD administrators should implement the HRM process with high commitments. Without commitments of administrators it is difficult successfully Minimize the challenges HRM practice.

➢ The other major challenges in the local NGO's like OSSHD is less employees' compensations (reward, benefit, payment etc.) this problems should solve with the participation of all concerned donors and government offices. Because of compensation has a high value to have good HRM in the OSSHD.

➢ In order to solve problem solving capacity of OSSHD, The administrators of the organization should avoid there carelessness in addressing challenges of HRM practice.

Finally, OSSHD need to regularly assess their organization HR management practices to protect the organization and its employee's. In addition to Secure financial support or funds to implement its program, the organizations administrator should more sensitive and pro-active to receive technical support from donors and government to build the capacity of the organization concerning HRM practice and challenge.

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Annex

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ST. MARRY UNIVERCITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF GENERAL MBA

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QUESTIONNAIRE: To be filled by Employees and senior managers in the OSSHD. This is designed to gather data on the HRM practices and challenges in OSSHD the data collected through this questionnaire are highly valuable to address the objectives of the research. The information you supply through this questionnaire will be strictly confidential and it will be used for academic purpose only. Therefore, you are kindly requested to carefully fill in and return the questionnaire back to the researcher.

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Thank you in advance for you cooperation

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I. GENERAL INFORMATION

PART One- Characteristic of Respondents

1. Name of employee_____

2. Sex   A) male   B) female

3. Age range

  A) 20-24 years   B) 25-29 years   C) 30-34 years   D) 35-39 years   E) 40 years and above

4. Qualification:

 A) Certificate   B) College diploma   C) First degree   D) Second degree   E) other:_____

5. Years of service

 A. 0-5   B. 6-11   C. 12-17   D. 18-23   E. 24 years above

I. Questioners under HRM practices.

Part two: know about the human resources management practices.

6. Do the administrators provide awareness-rising instruction regarding the practices of HRM?

    A. yes   B. No   C. sometimes   D. I don't know

7. The sense of responsibility of the administrators on taking care of OSSHD employees is?

    A. very high   B. High   C, average   D. low   E. very low

8. What is your level of agreement with the idea that the following should participate in HRM practices? put "√" below your response for each statement.

No	should participate in HRM practices	Strongly Agree 5	Agree 4	Undecided 3	Disagree 2	strongly disagree 1
1	Top level management staffs					
2	Middle level management staffs					
3	Lower level management staffs					
4	Non-management staffs					

9. Please read each statement carefully about HRM practices and put "√" below your response for each statement.

No	Recruitment and selection of HRM practice	Strongly agree	Agree	undecided	Disagree	strongly disagree
9.1	Recruitment goals and recruitment philosophy are considered during recruitment effort					
9.2	Recruitment and selection process usually transparent and objective					
9.3	A variety of selection tools and recruitment methods are used during the process					
9.4	Recruitment and selection process is influenced by discrimination based on age, sex, marital status, ethnic origin, religious preference, sexual preference or disabilities					
	Employees compensation Practice of HRM					
9.5	My organization have a standard salary structure and benefits package					
	Does the organization has defined pension /provident fund plan and offers at the time of retirement					

	My organization provides transportation & airtime allowances and loan without interest to employees.					
	Severance pay is granted to employee up on termination of employment base on the length of service and it is attractive					
	My organization cover medical and life insurance for all employees					
	Does the organization considers personal problem and grants annual leave with or without pay as per employee convenience					
9.6	My organization provides me with salary increase to adjust cost of living					
	Performance Evaluation process practice of HRM					
9.7	I know the existence, objective/purpose of performance appraisal in OSSHD					
9.8	The criteria use to measure performance is related to your job or job description.					
9.9	Evaluations process is are fair and transparent for all					
9.10	Appraiser gives you feedback on the result of evaluation on time and discuss on the matter					
9.11	Information generate through performance evaluation used to motivate subordinate through recognition and support					
	Staff training and development practice of HRM					
9.12	Does OSSHD have clear policy for training and Development					
9.13	In your opinion, do you think training has helped improve your job performance					
9.14	The assignment of employee for training is aimed to attain organizational objectives					
9.15	How will you rate the quality of the training programme/s for which you have participated?					

II. Questioners under challenges of HRM

Part Three: know about the challenges of human resources management

1. Does OSSHD has challenges that affect HRM practice?

    A. yes   B. No   C. I have no idea

2. If yes, what kinds of challenges exist in OSSHD?

    A. Hiring problems   B. Commitment of administrators problems

    C. Performance of employees problems   D Termination problems   E. other_____

3. Please, indicate who should participate in minimizing human recourses mismanagement (you can mark more than one option)

A. Employees

C. Administrators

D. if any other, please specify 1._____

                          2._____

                          3._____

4. Please read each statement carefully about challenges of HRM put "√" below your response for each statement

No	The main challenges of HRM in OSSHD	Strongly agree	Agree	undecided	Disagree	strongly disagree
4.1	Lack of proper HR planning for recruitment and selection.					
4.2	Lack of recruitment and selection tools					
4.3	Luck of monitoring and controlling mechanism to evaluate the effectiveness of the Recruitment and Selection practice?					
4.4	Inability to Offer and Provide Competitive Employee Salary and benefit					
4.5	Salary and benefits provided are dependent on donor funds received					
4.6	My supervisor takes my performance throughout the evaluation period rather					

	basing on the relationship I have with him/her.					
4.7	Performance evaluation system does not link the organization goal with employee goal.					
4.8	Management does not support training programs					
4.9	Discrepancy between the provided training and development and job skills					
4.10	Sending inappropriate trainees to the training programs					

5. How do you rate level the capacity of your organization to solve the problems of HRM?

    A. Very high   B. Moderate   C. low

6. If you say "low" for question 6 what are the reason? (You can mark more than one option)

  A. carelessness of administrators

  B. lack of expert to solve

  C. less participation of stakeholders

  D. difficult to identify the problems of the college

   E. if any other, please specify 1._____

                           2._____

                           3._____

Interview Questions for Mangers

A. HRM practice

1. Does OSSHD has HRM policy in place?

2. Has the policy been communicated to all the staff, and what was the way of communication used?
3. How do you explain the HRM practices in OSSHD?

B. HRM challenge

1. What are challenges in practicing HRM in your institution?

2. What strategies can be used to overcome the challenges of HRM?