



ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**ASSESSMENT ON HUMAN RESOURCE MANAGEMENT
PRACTICES: THE CASE OF SELECTED PRIVATE
SECURITY COMPANIES IN ADDIS ABABA**

By

WONDWOSEN GASHAW

June, 2019

ADDIS ABABA, ETHIOPIA

**ASSESSMENT ON HUMAN RESOURCE
MANAGEMENT PRACTICE; THE CASE OF
SELECTED PRIVATE SECURITY COMPANIES IN
ADDIS ABABA**

**By
WONDWOSEN GASHAW**

**A THESIS SUBMITTED TO ST.MARY’S UNIVERSITY,
SCHOOL
OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF
THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION**

**June, 2019
ADDIS ABABA, ETHIOPIA**

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT ON HUMAN RESOURCE
MANAGEMENT PRACTICE; THE CASE OF
SELECTED PRIVATE SECURITY COMPANIES IN
ADDIS ABABA**

**By
WONDWOSEN GASHAW**

APPROVED BY BOARD OF EXAMINERS

Dean, Graduate Studies

Signature

Solomon Markos (Phd.)
Advisor

Signature

External Examiner

Signature

Internal Examiner

Signature

DECLARATION

I, the undersigned, declare that this thesis is my original work, presented 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 institution for the purpose of earning any degree.

Name

Signature

St. Mary University, Addis Ababa

June, 2019

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Solomon Markos (Phd.)

Advisor

St. Mary University, Addis Ababa

Signature

June, 2019

TABLE OF CONTENTS

Acknowledgments.....	VIII
List of Acronyms	IX
List of Table.....	X
Abstract.....	XI
CHAPTER ONE: INTRODUCTION	1
1.1. Background of the study	1
1.2. Statement of the Problem.....	2
1.3. Research Questions	4
1.4. Objectives of the study.....	4
1.5. Significance of the Study	4
1.6. Delimitation of the Study.....	4
1.7. Organization of the Study	5
CHAPTER TWO: REVIEW OF RELATED LITERATURE	7
2.1. Definition of HRM.....	7
2.2. Human Resource Policy and Procedure.....	7
2.2.1. Human Resource Policy	7
2.2.2. HR Procedure.....	8
2.3. HRM Practices	9
2.3.1. Recruitment and Selection	9
2.4. Employee Training practice	11
2.5. Performance Appraisal.....	12
2.6. Compensation and benefit.....	13
2.7. Empirical Literature	15
2.7.1. Empirical findings on the practice of Recruitment & Selection	15
2.7.2. Empirical findings on the practice on employee Training	16
2.7.3. Empirical finding on Performance Appraisal.....	17
2.7.4. Empirical finding on Compensation & Benefits	17
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY	19
3.1. Research Design & approach	19
3.2. Sources of Data	19
3.3. Study Population.....	19
3.4. Sample and Sampling Techniques	20
3.5. Data Collection method	21
3.6. Data analysis Methods	21

3.7. Reliability & Validity Test.....	22
3.8. Descriptive Statistics Methods:.....	23
3.9. Research Ethics	23
CHAPTER FOUR : DATA ANALYSIS AND INTERPRETATION.....	24
Introduction.....	24
4.1. Respondent Rate	24
4.2. Demographic information	24
4.3. Analysis of Collected Data.....	26
4.3.1. Perception on recruitment and selection practice.....	26
4.3.2. Perception Training.....	31
4.3.3. Perception on compensation and benefit.....	36
4.3.4. Perception on performance Appraisal	40
4.4. Discussion Point.....	43
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	45
5.1. Summary of Major Finding.....	45
5.2. Conclusions.....	46
5.3. Recommendations.....	47
5.3.1. Recruitment and selection	48
5.3.2. Training practice	48
5.3.3. Compensation and benefit.....	49
5.3.4. Performance Appraisal.....	50
REFERENCES	52
Appendix (Questionnaire)	

Acknowledgments

My thank goes to my advisor Solomon Markos (PhD), for his unreserved support in consulting and commenting my thesis paper.

I convey my heartfelt thanks to CN, Agar Protection and Selam Security guards and the management members who devoted their precious time and energy to give the necessary information for my study.

My special thanks go to my families in general and my Wife W/r Tigist Kefelegn, my daughters Amen and Yemariyam, my sons Meba and Brakot , I say God richly bless you for being there for me throughout this period when I could be so near yet so far.

To Addisalm Alganeh, Seblewongel Aimro, Meron Teshome, Shiworke Belete and Endalish Woldemichael, I say may the good Lord grant you all that is beautiful, for your immense contributions to the completion of this work.

Lastly but most important, may glory and honor be to the Almighty Lord through whom all things are possible for giving me the determination, patience and courage to pursue this master degree program.

List of Acronyms

CN	Commercial Nominees
HRD	Human resource department
HRM	Human Resource Management
JD	Job Description
PA	Performance Appraisal
PAS	Performance Appraisal System
PSC	Private Security Company
R&S	Recruitment & Selection

List of Table

Table 3.1.	Stratified Sampling Method of Sample Size	21
Table 3.2	Reliability Analysis of the Variables	22
Table 3.3.	Likert Scale Points	23
Table 4.1	Demographic Profile Of Respondents	25
Table 4.2	Recruitment & Selection Practice	26
Table 4.3	Training Practice	31
Table 4.4	Compensation and Benefit Practice	36
Table 4.5	Performance Appraisal Practice	40

Abstract

Employees are major assets of any organization and the active role they play towards a company's success cannot be underestimated. To survive and grow organizations must be constantly kept up to date through effective human resource management practices. Employee Recruitment & Selection, training, Compensation & Benefit and Performance Appraisals are elements of human resource management which are more important for those companies supplying human resource for clients such as Private Security Companies. Private Security Companies are organized to give security guarding services for Financial industries, Manufacturing Companies, Embassy's, Hotels, Apartments, residents are major clients for Private Security industries. The purpose of this study was to assess the practice of Human Resource Management on three selected Private Security companies (Commercial Nominee, Agar Protection and Selam Security) located Addis Ababa. In order to conduct the research, descriptive research design with Quantitative approach was employed. The methodologies used to undertake the study were primary data collection. Besides to this, the numbers of participants for this study were 378 employees. Collected data was analyzed through SPSS version 20. The major objective of this study is to assess the practice of Human Resource Management in Private Security companies with the scope of Recruitment & Selection, Training, Compensation & benefit and Performance Appraisal practices. The finding of the study revealed that PSCs' have strength on Recruitment & Selection HRM practices, however, on the other hand the study result illustrate that there is lack of consistency which are rated by majority of the respondents as average on the HRM practices related with Training, Compensation & Benefit and Performance Appraisal systems. Thus, the PSCs' should keep up with the strengths and should alleviate the area that the industry rated as average by respondents such so that to enhance the bottom-line as well as to meet clients satisfaction.

Keywords: - *Recruitment and Selection, Training, Compensation & Benefit and Performance Appraisal.*

CHAPTER ONE: INTRODUCTION

This chapter introduces the background of study, the objectives of the study, the research questions to be answered, and the significance of the study, statement of the problem; the scope of the study, companies to be studied and organization of the study are incorporated in this chapter.

1.1. Background of the study

Human Resources are vital to achieve the intended success and beyond effectively and efficiently, though only few organizations are able to fully harness this potential. Traditionally, HRM function was considered by managers as a tool to deal with recruitment, record keeping and collective. However, the HRM function has evolved into being strategic partner, sharing ideas, perspective, and resources with marketing, finance, and other departments.

It is general truth that Ethiopian national security in both rural and urban areas has suffered greatly in the recent past, emanating from theft, carjacking, terrorism and robberies resulting in injuries, deaths and loss of property, and ultimately impacting negatively to the economy. In line with this government have limited resources and thus cannot provide adequate security for the citizens. Specially, under the circumstance of the current condition of the country PSCs' make an important supplementary contribution to state security by inexpensively protecting businesses, individuals and foreign missions, thus enabling prosperity. As it is now, the business opportunities of these companies largely depend on clients feelings of insecurity.

Certainly, after the introduction of private investment in Ethiopia, the importance of establishing PSCs became crucial and flourishing in order to meet the need for self-tailored security. According to a Federal Police Commission official in charge of PSCs, currently there are more than 287 registered PSCs in Ethiopia (interview conducted on December 21, 2018). These Companies are making an important supplementary contribution to state security by inexpensively protecting businesses and, individuals thus enabling prosperity. PSCs also represent a significant employer, particularly for individuals not qualified for state security work (Ichniowski et al., 2007). Undoubtedly, the issue of security remains important to the continued socio-economic survival of the society at large. Considering this reason that there have been different efforts by stakeholders especially governments to develop frameworks to

advance security of their people and develop strategies to mitigate the risks that both human and non-human threats can pose to the wellbeing of the people.

Making assessment on HRM practice on organizational performance has been widely researched by different researchers and the result in this regard has been showing that HRM practices have significant impact on organizational performance. However, unfortunately, as far as the researcher information, there are no studies regarding HRM practices which is conducted on the Private security Company in Ethiopia. To augment the contemporary knowledge base of HR practices of developing countries, this study has been undertaken on PSCs' working in Addis Ababa, Ethiopia.

1.2. Statement of the Problem

The private security industry has grown considerably across Ethiopia while the government allowed the private guards to fill the gap left by the police since 1992 at large, according to the Federal police Commission staffs. Currently, according to the information found from Federal police commission, Fire Arm Authorization and Advisor Office, 287 PSCs have got license authorization to open business office to give Security guard service. The numbers of employees under the industry estimated to reach more than 40 thousand in Ethiopia. This shows that how the industry has been booming and contributing for the country economy.

Nevertheless, in the past three years the security and peace of Ethiopia in both rural and urban areas has been suffering due to instability emanated from partly theft, burglary and robberies resulting in injuries, deaths and loss of property, and ultimately unfavorably staining the economy. In this regard, if the PSCs' managed properly they can make an important supplementary contribution to the state's security by inexpensively protecting businesses and individuals', which in the end clean the path for prosperity. In this regard, the PSCs' can play a role in the achievement of these through the application of appropriate HRM practices which in turn will have a positive impact on a company's overall business performance by improving employee satisfaction, customer satisfaction as well as the bottom-line business performance (Hassen,S 2010). Indeed, this is not to mean HRM is only critical issue on PSCs', rather since the main objective of PSCs' is making profit through the delivery of service supplying a well trained and prepared human resource to the market. As it is well known that, business opportunities of these companies

largely depend on clients' feelings of insecurity, so that if the outsourcer feels insecurity the result will be breaching the contract. Therefore managing the human resource in a proper way is a critical factor for PSCs'.

Regarding the current practice of HRM practices in the PSCs' Ethiopia, the researcher has observed that clients of PSCs' have complaints related with the quality of services they are getting; the capacity of the personals supplied by the security companies and the commitments to improve these gaps by the PSCs' management is mainly area of dissatisfaction. In addition to this, the researcher has also observed that the guards working in PSCs' have raised many complaints such as the salary they are earned, the uniforms quality they are getting and the leave arrangement by the management of PSCs'.

To get a real picture in this regard, the researcher has made interviewee with two Securities and Safety Division Manager working in Lion International Banks and Wegagen Bank's, since both banks are outsourced the guard services to PSCs'. The interviews with the two managers were held on January 4, 2019 and January 21, 2019 respectively. Accordingly, both banks' have faced challenges related with supply of lack of competent security guards, lack of monitoring, poor customer handling by the guards, lack of dressing discipline and neatness, frequent turnover of the employees, lack of sufficient awareness about the job so that the problems are forced them to spend their time to handle the grievance between the security company and guards.

Furthermore, as per the scope of the research, the researcher has made a preliminary review on Commercial Nominees (CN), Agar Protection and Selam security. Accordingly, the researcher can observe that the three security companies have a HRM Departments while having relevant HRM Policy and procedure. In addition, during the preliminary assessment, the researcher was able to make a brief interview with both (Selam Security General Manager and Agar Protection Human resource Department) companies concerned Staffs'. The discussion was mainly focused on the company's HRM functions and the challenges that they are facing. From the discussion, both companies Security Managers affirmed that employee turnover and difficulty of getting qualified security personnel are mainly challenges for the PSCs'.

Therefore, the study is aiming to investigate the practice of the different dimensions of HRM in the PSCs' and give recommendations based on the result of the study.

1.3. Research Questions

- To what extent recruitment and selection method applied in the PSCs?
- Examine how employees of PSCs guards will get adequate training?
- How PSCs appraise the performance of the guards?
- Are employees in the PSCs fairly compensated?

1.4. Objectives of the study

The main objective of the study was to make assessment on the HRM practices being implemented in the PSCs' that have been operational, in Addis Ababa, Ethiopia. To achieve the main objective, the following sub-objectives have set:

1. To assess practices of human resources recruitment and selection.
2. To identify induction and training practices in PSCs.
3. To examine practices of PA in PSCs.
4. To investigate the compensation and benefits administration practice in PSCs.

1.5. Significance of the Study

The findings of this study are considered important to provide insight into the various HRM practices needed and give feedback to companies working as PSCs. The study can encourage using a well-designed HRM practices that would enable them to achieve the companies objectives. Furthermore, the research paper can be useful for researchers and other readers who would like to know about the HRM practices issues from PSCs' perspective for future research and use.

1.6. Delimitation of the Study

The scope of study deals with the following:

- ✓ Conceptual delimitation: the security companies supply human resource services with various specialties to their customers i.e. supply security guard personnel to financial institutions, messenger and cleaning service, building administration and drivers. Their customers are different organizations that prefer to outsource part of their available jobs. Accordingly, since human resource is the main source of PSC's to provide their service, therefore the research has been primarily focused on HRM practices particularly related on security guards. This is because; HRM practices form the foundation supporting the way organizations human capital operates. There is thus need

to examine the HRM practices in PSCs' in Ethiopia, with a view of improving service delivery in this sector through a comprehensive combination HRM practices particularly focused on the following four dimension i.e. Recruitment & Selection, Training & Development, Compensation & Benefit and Performance Appraisal, related with security area only.

- ✓ **Place:** in order to conduct a conclusive study, the research conducted its study on PSCs' have large number of security staffs and their Head quarter is located in Addis Ababa, Ethiopia.
- ✓ **Selected companies from the industry;** Commercial Nominees, Agar Protection and Selam Security are selected to make the research. This is because they are working with banks for the last 10 consecutive years as compared to the others. In Ethiopia market, it is well known that, most of the banks are outsourcing there security function to PSCs'. In line with this, on average the banks are recruiting 8 security staffs on each branch so that the researcher can able to get sufficient and manageable representative from the security industry.
- ✓ **HRM Practice assessment:** The scope of assessment is limited to R&S, T&D, PA process and compensation and benefit. Though the HRM function is not limited to the dimensions' stated above, these are the main HRM functions that are PSCs focus on and major problems areas where the banks' security managers have complaints. Therefore, the research is mainly focused on its assessment on these HRM practices.
- ✓ **Time:** the scope of the assessment has been made on the companies that are working since 2009 G.C up to 2019 GC.

1.7. Organization of the Study

The study paper consists of three chapters. The first chapter, include the general introduction of study, overview about PSCs' in Ethiopia , statement of the problem and the importance of the research. It then justifies the significance of the study by providing a research question, objective and delimitation of the research.

Chapter two deals with a critical literature review and empirical research review of HRM function specifically it will describe about R&S practices, T&D practices, PA practices and compensation and benefit practices.

Chapter three gives the overall view of research methodology including research design and approach, source of data, method of data collection, procedures of data collection, sample size and sampling technique, method of data analysis.

Chapter four deals detail data presentation, analysis and discussion of the findings. Subsequently, chapter five presents summary of major finding, conclusion and recommendations.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

This chapter reviews previous works done by searchers in the field of HRM practice in relation with different aspects. In this regard, literatures related with Human resource palming, recruitment and selection, training and development, PA, compensation and reward will be discussed here under.

2.1. Definition of HRM

HRM is the techniques businesses incorporate to maintain an effective workforce & to meet operational requirements. It is the organizational function that deals with issues related to people such as compensation, hiring, administration, organization development, employee motivation, wellness, benefits, safety, communication, performance management, and training. Effective HRM practices enable employees to contribute effectively and productively towards the attainment of the organization's goals and objectives & facilitates overall company mission.

The functions of HRM increase organizational effectiveness in several ways. First, HRM implications serve the organization to reach its goals and objectives. In order to reach this objective, HRM both aims to employ skills and abilities of workforce efficiently and provides the organization with well-trained and well- motivated employees.

Human resource activities also help to maintain ethical policies and behaviors within the organization. Moreover, HRM is responsible for communicating organization's policies to all employees. It aims to increase the employee job satisfaction and self-actualization. These activities also aim to develop and maintain a quality of work life that makes employment in the organization more desirable while manage changes and trends occurring in the field of HRM. Accordingly, the HRM function will start by crafting HRM policy and Procedure.

2.2. Human Resource Policy and Procedure

2.2.1. Human Resource Policy

Michael Armstrong (2006) stated that HR policies are continuing guidelines on the approach the organization intends to adopt in managing its people. He define the philosophies and values of the organization on how people should be treated, and

from these are derived the principles upon which managers are expected to act when dealing with HR matters.

HR or employment policies provide frameworks within which consistent decisions are made, and promote equity in the way in which people are treated. Because they provide guidance on what managers should do in particular circumstances they facilitate empowerment, devolution and delegation Armstrong, (2006).

According to Michael Armstrong, (2006), the HR policies should have cover about equal opportunity, managing diversity, age and employment, promotion, work-life balance, employee development, reward, involvement and participation, employee relations, new technology, health and safety, discipline, grievances, redundancy, sexual harassment, bullying, substance abuse, smoking, AIDS, and e-mails.

In general HR policy provides generalized guidance on the approach adopted by the organization, and therefore its employees, concerning various aspects of employment.

2.2.2. HR Procedure

A procedure spells out precisely what action should be taken in line with the policy. Armstrong M, (2006) under his book stated that HRM procedures set out the ways in which certain actions concerning people should be carried out by the management or individual managers. In effect they constitute a formalized approach to dealing with specific matters of policy and practice. The existence of a written and well publicized procedure ensures that everyone knows precisely what steps need to be taken when dealing with certain significant and possibly recurring employment issues Armstrong, (2009). Procedure should be distinguished from HR policies. These describe the approach the organization adopts to various aspects of people management and define key aspects of the employment relationship. They serve as guidelines on people management practices but do not necessarily lay down precisely the steps that should be taken in particular situations. It is desirable to have the key HRM procedures written down to ensure that HR policies are applied consistently and in accordance with both legal requirements and ethical considerations. The existence of a written and well-publicized procedure ensures that everyone knows precisely what steps need to be taken when dealing with certain significant and possibly recurring employment issues.

The introduction or development of HR procedures should be carried out in consultation with employees and, where appropriate, their representatives. It is essential to brief everyone on how the procedures operate and they should be published either in an employee handbook or as a separate document. Line managers may need special training on how they should apply the procedures and the HR department should provide guidance wherever necessary. HR will normally have the responsibility of ensuring that procedures are followed consistently.

2.3. HRM Practices

In this section, the sub-fields of HRM such as recruitment, selection, orientation, training, PA and compensation management would be described in details.

2.3.1. Recruitment and Selection

Recruitment is a process of seeking and attracting a pool of people in order to select qualified candidates for vacant positions within the organization (Byars & Rue, 1991). Armstrong (2009) stated that recruitment is the process of finding and engaging the people the organization needs. It is the process of 'seeking and attracting a pool of applicants from which qualified candidates for vacancies within an organization can be selected (stone 2005).

During recruitment process, organizations may use both internal and external sources to fill vacant positions. Internal recruiting is looking for candidates among employees already working in the organization. It involves techniques like job posting. In this method, notices about vacant positions are posted in central locations throughout the organization and employees are given a time to apply these positions. Another method used in internal recruiting is to seek recommendations from present employees regarding friends who might fill vacancies.

External recruiting, on the other hand, seeks for candidates from outside the organization. The methods of external recruiting can be through media advertisements, campus recruiting, working with employment agencies or executive search firms, using computer databases (Ivancevich, 1992).

During recruitment process organizations are better to provide complete information including positive and negative things about the organization to the job applicant (Ivancevich, 1992).

After recruiting qualified applicants, the selection process begins. “Selection is the process of choosing from a pool of applicants the individual or individuals who best fit the selecting criteria for a position” (Harvey & Brown, 1996, p. 120). Generally, in the organizations selection process begins with the completion of the application form by the applicant. The second step is preliminary screening interview in which minimum qualifications of applicants are screened and a brief personal interview is conducted to form general impression of the applicants, and obtain key information about the candidate.

The third step is to make employment tests such as cognitive or psychomotor ability tests, knowledge and skill tests, emotional intelligence tests, integrity tests, personality tests, vocational interest tests, and performance simulations. As a fourth step, employment interviews are conducted. These interviews can be in different formats; structured, unstructured, or semi- structured. In the structured interview, the interviewee received a set of questions that have been prepared in advance by the interviewer and the interviewer leads the course of the interview. However, in unstructured interviews, the candidates control the flow of the conversation.

The next step is checking the references or recommendation letters that are submitted by the applicants. As another step, some organizations require applicants take a physical examination tests or drug tests. The final hiring decision is made based on the results of the selection process.

On the other side some authors support a selective hiring so that to achieve the company objective. This practice can ensure that the right people, with the desirable characteristics and knowledge, are in the right place, so that they fit in the culture and the climate of the organization. Moreover, pinpointing the rights employees would decrease the cost of employees’ education and development. Shuster and Huselid are the authors they support selective method. Schuster (1986) argued that selective hiring is a key practice that creates profits. Huselid (1995) examined HR practices of high performance companies and found that attracting and selecting the right employees increase the employee productivity, boost organizational performance, and contribute in reducing turnover.

After the selection process has been completed, HRM department should have provide an induction/orientation for the new employee so that to be familiar and

reduce anxiety by the new employee. Orientation is a planned introduction of employees to the organization, work unit, their job, and co-workers. It should be conducted in two separate levels; general company orientation and departmental or job orientation. There are many purposes of the orientation processes which are reducing the anxiety of new employee, reducing employee turnover, saving time of supervisors or co-workers, developing realistic job expectations, developing positive attitudes toward organization, and improving job satisfaction (Ivancevich, 1992).

In orientation process HR department cooperates with new employee's manager. HR department initiates and coordinates general company orientation and departmental and job orientation, trains line managers in procedures for conducting department and job orientation, conducts general company orientation and follows up the initial orientation with the new employee.

2.4. Employee Training practice

After a comprehensive orientation, arranging training to employees will be the main function of HR department. Training is the planned and systematic modification of behavior through learning events, programs and instruction which enable individuals to achieve the levels of knowledge, skill and competence needed to carry out their work effectively Armstrong M., (2006). Training refers to improving competencies needed today or very soon (Jackson & Schuler, 2000).

According to Dessler (2008) the training process starts with determining what training is required. Armstrong (2007) clearly stated that through need assessment leads to effective and efficient training, which increases the likelihood that evaluation demonstrates successful value added outcomes. Padwal and Naidu (1985) state that "training needs assessment helps to identify existing training gap, what type of training can be under taken by outside agencies, and accordingly schedule the training programs "Analyzing training needs depends on whether you are training new or current employees. The main task in analyzing new employees' training needs is to determine what the job entails and to break it down into subtasks, each of which you then teach to the new employee. Analyzing current employees' training needs can be done through task analysis and performance analysis.

The methods of training can be classified into two: on-site training and off- site training methods. On-site training involves techniques such as job rotation, vestibule

training, on the job training, and apprenticeship training. Off-site training methods are seminars or lectures, programmed instruction, computer-assisted instructions, audiovisual techniques, machine simulators, and behavioral modifications (Riggio, 2003). On the job training methods include coaching, mentoring, job rotation. Off-the-job methods include formal courses, lecture, discussion, role playing and case study Armstrong. (2006).

The goal of employee training is to increase the capabilities and potential of employees in carrying out their duties. Effective training program contribute significantly to the improvement of organizations' competitiveness, productivity, sustainability and the quality of product/ service to customers; reduce the need for close supervision, increased moral and adaptability to new methods (Cowling and Mailer, 1998:61; Graham and Bennet, 1998: 283; Pont, 1991:1). Hence training programs have a lot of importance for employees as well as for the organization if it carried out in a planned and systematic way.

According to Kumar (2011) development is a broad, ongoing multi-faceted set of activities (training activities among them) to bring someone or an organization up to another threshold of performance, often to perform some job or new role in the future. Development is career orientated rather than job-oriented. It aims at preparing people for higher responsibilities in the future. This clearly implies development is a process to make the employee efficient enough to handle critical situations in the future.

Moreover, Mathis and Jackson (1997:314) cited by Mekonen Haile(2015:10) explained that development is different from training in that development is often the result of experience and the maturity that comes with it and focuses on less tangible aspects of performance such as attitudes and values . Whereas, training focuses on learning specific behavior and actions, demonstrate techniques and processes. It is a short term and its effectiveness is measured by PAs, cost benefit analysis, passing test or certification. Development on the other hand, focuses on understanding information, concepts and context; develop judgment, and long term in duration.

2.5. Performance Appraisal

PA means evaluating an employee's current and/or past performance relative to his or her performance standards Dessler, (2008). The PA process contains three steps:

define the job, appraise performance, and provide feedback. Defining the job means making sure that the supervisor and the subordinate agree on his or her duties and job standards. Appraising performance means comparing the subordinate's actual performance to the standards that have been set. Third, PA usually requires one or more feedback sessions. Here the supervisor and subordinate discuss the subordinate's performance and progress and make plans for any development required (Dessler, 2008)

PA should be transparent because the evaluation motivates employees to work more in order to achieve the organizational objectives (Singh, 2004). According to Karol (1996), cited in Brudan (2010) PA includes a communication occasion planned between a manager and an employee for the main purpose of assessing that employee's previous performance and establishing ways for further improvement. In line with this, Armstrong M. (2009) has explained that the goal of PA is to create a two-way communication, helps decision making and create motivation. In this regard, a two way communication between manager and employee in away management uses this process to clearly state what is expected from employees, how they have performed towards attaining the set goals, and what needs to be improved for better performance. Meanwhile employees take the opportunity to state the support they require from the organization in order for them to achieve the goals, what worked for them, what needs to be improved from the management side for future. Management uses the information gathered through annual PAs to make administrative decisions concerning the workforce such as pay raises, promotions, demotions, training and development, and termination. Valid and reliable information concerning each individual employee enables management to make decisions which enhances the productivity of employees.

2.6. Compensation and benefit

Compensation management can be defined as the system of rewards, which an employee receives in return for organizational performance (Harvey & Bowin, 1996). According to Mathis & Jackson (1991) explanations organizations' uses compensation for different objectives while they design their compensation systems. Among the objectives; they try to acquire qualified personnel and retain present employees; aim to ensure internal and external equity of wages that employees earn; to reward desired behaviors of employees like good performance and loyalty;

and to control costs of obtaining and retaining the organization's workforce have been mentioned by the author. Moreover, compensation management programs consider legal constraints and provide compliance with all government regulations related with employee compensation (Mathis & Jackson, 1991). Mondy & Noe, (2008) which is cited by (Ms. Busolo T, Mr. Ogolla Douglas & Mrs. Elizabet) has divide compensation in two types" financial compensation a non-financial compensation. Financial compensation is further divided into direct and indirect financial compensation. Direct compensation includes good salary packages, profits and commission whereas indirect financial compensation is all those benefits that are not covered by direct financial compensation. Non-financial compensation consists of responsibilities, opportunities, recognition, promotion, vacations, work place environment, sound policies, insurance, medical, retirement etc. All these compensations affect the performances of the employees in different manners. According to Alnaqbi, (2011) , (Tessema & Soeters, 2006) ,cited by (Ms. Busolo T, Mr. Ogolla Douglas & Mrs. Elizabet) has argued about the non-financial compensation which should be any reward that should focus on the needs of people which can be different such as level of attainment, respect, task ,control and individual improvements

Organization uses compensation and benefit to; motivate employees to perform effectively, motivate employee to join the organization, Motivate employee to come to work, and Motivate individuals by indicating their position in the organization structure. The objectives of employee benefits are; get increase the commitment of employees to the organization, to demonstrate that the organization cares for the needs of its employees and to meet the personal security and personal needs of the employees. Benefits are classified into Statutory and Voluntary. Statutory benefits are given to the employees by the organization regardless of whether it wants to or not for example, social security benefits, insurance, provident fund. Voluntary benefits as provided by organization are vacations, holydays, special leave, sick leave, health insurance, educational assistance, and employee discounts.

In compensation management, it is important to determine appropriate pay level for each job. This requires collecting information about jobs by conducting job analysis in order to determine job and position descriptions and job standards.

2.7. Empirical Literature

Empirical findings are one of the important components of literature in the research study. This type of literature contribute a lot to effectiveness of examination under study by reviling the gap what the researcher needs to find out how the researcher undertake the study which helps the examiner by providing insight about what and how assume the investigation shall be carried out. From this point of view, the researcher has been tried to review practical researches which are prepared on HRM emphasis on R&S, T&D, PA and compensation & benefit system. Ashraf1, Umer and Shahbaz (2108) indicate that it is significant to determine so as to the HR practice plays its complete role in employee's performance which will help the company to utilize effectively its human being as capital to enlarge and maintain a viable edge, as people stay the sole matchless resource as compare to other organizations.

2.7.1. Empirical findings on the practice of Recruitment & Selection

HR R&S practices generally are based on the organization's mission and the workplace culture. For example, employers that recognize the value of workplace diversity embrace recruitment practices designed to attract a diverse applicant pool. Recruitment practices underlie recruiting activities and functions such as sponsoring career fairs at colleges and universities with diverse student populations, advertising job vacancies across several venues to reach a broad audience (Huselid 2009).

According to Ambaye (2018) the R&S is one of a prime importance to AAWSA to get the best of employees. However, though the authority has a R&S policy and procedure , there was a poor implementation of HR annual plan to recruit instead always concerned with routine activities so that the department more busy to handle immediate problems. Moreover, even if the authority give a priority to its employee for promotion and transfer, however the result showed that majority of the employees are dissatisfied the practice with regard to promotion and transfer have conducted based on service year rather than performance in effect the productivity of the authority has been going under poor performance while the research undertaken. Besides to these, the authority fails on providing feedback to those unsuccessful candidates because of that the authority couldn't use the opportunity to build a good employer brand .Furthermore the authority fails to provide detail JD to the recruited staffs so that the employee started his/her duty without the role, responsibility, duties and scope of the job, what to do and to whom reporting.

2.7.2. Empirical findings on the practice on employee Training

A research which has been conducted by Ms. Busolo, Mr. Ogolla & Mrs. Elizabeth focusing on the relationship between HRM practice and Performance of Private Security Firms in Kitui County, Kenya (2013). The study revealed that the increase in customer satisfaction levels due to professional service delivery for the last five years, which is back from the research conducted, as a result of more T&D increasing the performance of the security firms as indicated by weighted mean of 4.01. This is an indication that T&D plays a very significant role in determining the performance of security firms. More training would improve performance and vice versa.

According to Kasali, Monsuru Adegboyega, the study reviews the Evolution of Private Security Guards and their Limitations to Security Management in Nigeria are lack of adequate training. The justifications stated by the researcher is most private security companies are always in the habits of recruiting people as guards with very little or no training. Many of the private security guards undergo only physical fitness as training while they have no knowledge of several other aspects of security training including intelligence collection and analysis, martial arts, crowd control, riot control, data mining and automated data analysis in crime mitigation, to mention a few . This problem has been responsible for the incompetence and inefficiency in the activities of many private guards in Nigeria and the researcher suggest to all security companies to give job related training to the guards.

A practical research conducted on Grameen Bank indicates that one of the HR department function is facilitate training. Accordingly ,the goal of training efforts is for employees to master the knowledge, skills or ability emphasized in training program and to apply it in here day-to-day activities. T&D can be initiated to address a “performance gap” (learning needed to meet performance standards for a current task or job), “growth gap” (learning needed to achieve career goals) or “opportunity gap” (learning needed to qualify for an identified new job or role). Education is the process o increasing the level of knowledge and understanding. Training talks about ‘know-why’. Most of the organizations are concern about know-how of employees. They are most concerned with employee training.

Hence the researcher found out, the Training Department of Grameen Bank is highly concern with continuous T&D of the employees. Among the types of the training that are conducted by the Bank are on the job training, Job orientation, induction, follow up, and probation& confirmation are practically applied

2.7.3. Empirical finding on Performance Appraisal

A finding the obtained from the research miss, conducted by AB Bank, HR department of AB bank uses the information gathered through PAs to evaluate the success of recruitment, selection, orientation, placement, training, and other activities. However PAs are influenced by other activities in the organization & in turn affect the organization's success. The performance measurement tools used by the HR department of AB bank are Promotion, transfer, compensation, salary payment, allowance and bonus. However, since the existing application for the purpose is not flexible, the researcher recommend to deploy flexible software that will be easy so that the make shorten the next process.

The existing appraisal system can be changed or modified and new system could be developed which will articulate the accurate picture. The criteria of evaluation should cover more competencies of an employee. The system could cover criteria as individual, social along with the core business competencies. The result can be used for training need assessment and help taking proper development initiatives.

2.7.4. Empirical finding on Compensation & Benefits

A well-crafted compensation plan is imperative to the success of the company. However many compensation processes rely on Excel spreadsheets that offer no room for optimization and streamlining. Using specialized compensation software to plan compensation allows compensation managers to use hard data to identify compensation strategies that provide the greatest return on investment (Leonard & Jonathan, 2010) as cited by Ms. Busolo, Mr. Ogolla & Mrs. Elizabeth

Ms. Busolo, Mr. Ogolla & Mrs. Elizabeth have conducted a research about the relationship between HRM practice and Performance of Private Security Firms in Kitui County, Kenya. This study sought to investigate particularly the role of employee compensation on performance of private security firms. Under the study the researcher indicate that the increase in demand or security personnel and services

for the company has been increasing yearly as a result of employee's compensation thus increase in performance of firms

Additionally, a practical research related with the HRM practice in micro credit sector on Grameen Bank, Bangladeshi under its chapter 5 indicate page 47 5.19 indicate that managing compensation and benefit activity is a function of HR Department of the Bank. In this regard, the researcher indicted that the bank has clearly state they are committed about maintaining salaries and benefits that are fair to all employees and competitive in the local market place under its policy. The management monitors changes in the economy and salary market to ensure that the overall compensation package is sufficient to attract, recruit and retain high quality staff within the financial capabilities of Grameen bank. Furthermore, the bank's compensation structure crafted based on the objective to attract and retain high quality of people. Accordingly, the result of the research indicates that the bank's compensation and benefit practice has found strong since the process comply the police and procedure of the bank.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

This study assessed the HRM practices of three Private Security Companies those who are giving security guarding service for different Banks. This chapter discusses the research design, target population, sample, sampling techniques sources of data, and data collection procedures used in obtaining the required data.

3.1. Research Design & approach

The intention of the research is to describe the existing situations related to HRM practices on PSC. In order to achieve this objective descriptive type of research was used. The reason for selecting descriptive type was that the researcher had no control over the variables rather only report what happened in the area where the research is conducted. According to Kothari (1990) the major purpose of descriptive research is to describe the state of affairs as it exists at present. The design of the study was planned to use primary data that employed quantitative methods. This was because the method was relevant that the research involve measurement of quantities where the responses of employees obtained through questionnaire has analyzed and interpreted quantitatively. Hence, the collected data through questionnaire was summated, tabulated and converted to percentage for interpretation.

3.2. Sources of Data

The data collection process was administered by using primary data sources. The primary data was collected by using questionnaire which is the main method for data collection. The questionnaire contains close ended questions with 5 likert-scale (from strongly disagree to strongly agree) and distributed to the respondents. The questioner is selected because it consumes less time, minimizes cost and simple to administer.

3.3. Study Population

In this study, the target population which was the entire set of units for which the research data was used to make inferences or generalization is the managers and non-managerial employees of Commercial Nominees, Agar Security and Selam Security PSCs which are 31,112 in number.

3.4. Sample and Sampling Techniques

A sample is a selection of a group of people or events from a population to be able to find out true facts about the sample that will be true of the population. This becomes necessary as the entire population cannot be studied due to the size, inaccessibility, time and financial constraints.

Sample design is a technique or procedure that the researcher adopts in selecting items for a sample. It is not possible to study all members of the population since it would involve tremendous amounts of time and resources (Kothari, 2004). Accordingly, the researcher has applied Sampling method using the stratified sampling approach. Optimum samples of 389 respondents (out of 13,963 other staffs) were determined based on random sampling formula. Sample of representative is was selected to represent the entire population based on (Israel, 2013) formula for calculating sample sizes at 95% confidence level and $P = 0.5$

$$n = \frac{13963}{1 + (N * e^2)} = \frac{13963}{1 + (13963 * 0.05^2)} = \mathbf{389 \text{ respondents}}$$

Where:

n -The sample size,

N - The population size, and

E - The level of precision ($e=0.05$)

The calculated sample size was further adjusted by adding 10% of the calculated sample size to compensate non-response rate; then became a total of 389. Many researchers commonly add 10% to the sample size to compensate for persons that the researcher is unable to contact or collect completely filled questionnaire. The estimated sample size is determined to be a total of 428 respondents (a total of 389 calculated sample size plus 10% of non-response rate). Sampling was done using the stratified sampling methods.

Table 3.1. Stratified sampling method of sample size

Private security companies	Commercial Nominees	Agar Protection	Selam security
	6033	4950	2980
No. of Employee–(%)	(0.432)	(0.354)	(0.214)
Sample Size (428 * %)	184	152	92
Total =428			

3.5. Data Collection method

In this research primary data collection instruments: close ended questionnaire were employed. Accordingly 428 questionnaires which were prepared in Amharic distributed to 428 security guards randomly. Data was 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 the R&S practices, Training practices, Compensation and Benefit practices and PA practices and procedures to be responded by sampled respondents of employees of 3 PSCs’ specifically designed to capture responses. The questionnaires of this research are adopted from Ritana (2015) and National Center of Social Research (2004) and were modified according to the specific title of the research. In addition to this the researcher has added some relevant questions which are important to achieve the objective of the research. Personal data: Age, Gender, Educational qualification, Working Company and Salary earned are measured on ordinal and nominal scale.

3.6. Data analysis Methods

After the data was collected, it was edited and well coded, and then it was presented in a way which is convenient for understanding and making analysis. The analysis used descriptive statistics tools such as tables and simple percentages. Kothari (2004) states that descriptive statistics is used to organize summarize and present data and translate data into information. The analyzed data was presented with the help of data presentation instrument such as table. The collected data was analyzed using the computer software known as statistical package for social science (SPSS) Version 20.

3.7. Reliability & Validity Test

The questionnaire was developed by the researcher and some questions were adopted from other researches. The consistency of the questionnaire has been checked against previously made studies and they are constructed to assess the HRM practices in case of PSCs'.

The other method to check the validity of the questionnaire has been conducted by using pilot test. The researcher tested the questionnaire to see if it obtains the result that is required for the study. During pilot testing 10 employees were selected and based on the result the questionnaires was redesigned and the finalized questionnaires was distributed to other employees which didn't participated in the pilot study.

As stated by Yen (2003), the less variation of the instruments produces in repeated measurements of an attribute the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. Cronbach's alpha is one of the most commonly accepted measures of reliability. It indicates that the extent to which the items in a questionnaire are related to each other. The normal range of Cronbach's coefficient alpha value ranges between 0 - 1 and the higher values reflects a higher degree of internal consistency.

Table 3.2 Reliability Analysis of the variables

HRM Dimensions	No. of Items	No. of Items	Cronbach's Alpha
Selection and recruitment		8	0.886
Training and development		8	0.920
Compensation and benefit		8	0.915
Performance Appraisal		9	0.915
Total Items		33	0.909

Thus, showing as indication of acceptability of the scale for further analysis since all the four dimensions of HRM (Recruitment & Selection, Training & Development, Compensation & Benefit and PA) were found above 0.7. which is acceptable page.

3.8. Descriptive Statistics Methods:

- Relative importance, assigned based on:

$$\text{Interval} = \frac{\text{The Highest Score} - \text{The Lowest Score}}{\text{Number of Interval}}$$

$$\text{Interval} = \frac{5-1}{5} = 0.8$$

The average score (mean) obtained from each item was interpreted into degree of the factor.

Table 3.3. Likert scale points

Likert scale	Average Score	Rating
Strongly agree	Average score 4.21-5.00	Very high
Agree	Average score 3.41 – 4.20	High
Neutral	Average score 2.61 – 3.40	Neutral
Disagree	Average score 1.81 – 2.60	Low
Strongly disagree	Average score 1.00 – 1.80	Very low

Source: Chaihiranwattana & Nookua (2010)

3.9. Research Ethics

In order to complete a research successfully cooperation from participants and informants is found essential. As a result the respondents need to be treated with respect and honesty. (Catherine, 2002) use to cut and include in the reference.

The respondents are informed about the objectives and aim of the study and selected voluntarily. The identities of the respondents are anonymous to ensure that what participants have said cannot be traced back to them when the final report is produced. Moreover, the information gathered from the survey will not be disclosed directly to third parties.

CHAPTER FOUR : DATA ANALYSIS AND INTERPRETATION

Introduction

This study, as mentioned in the previous chapters, is aimed assessing HRM Practices which is mainly focusing on R&S, Training, Compensation & benefit and PA of employees on three PSCs' namely Commercial Nominees, Agar Protection and Selam Security, located in Addis Ababa, Ethiopia.

4.1. Respondent Rate

To collect relevant data for the study, questionnaires were developed and distributed to the sampled employees. In this chapter, the collected data have been analyzed using SPSS software and presented by using tables.

Prior to the discussion on the outcome of the survey, it should be noted that the study is made based on 96.4% response rate of the questionnaire (378 responses out of 428 distributed questionnaires). In relation to this, literatures show no clear-cut answer as to how much response rate is adequate to carry out a research. However, on their journal "Survey response rate levels and trends in organizational research" examined the response rate of published studies between the year 2000 and 2005 by industry sectors. Accordingly, they found that an average response rate of 62.1% in studies can be conducted on service sector. Given this, the response rate of this study can be considered as good enough to proceed to the analysis part. Accordingly As stated in the previous chapter, the questioners were distributed to a total of 428 employees' those who are working in three PSCs'. However, only 392 questionnaires were filled and returned. Out of the total returned questioners 14 questionnaires were rejected due to some problems. Because of this the questionnaires that are treated for analysis have been reached to a 96.4% return rate. Collected data was coded and missed data's are coded as missed during the data interring and coding process.

4.2. Demographic information

The first section of the questionnaire required the respondents to provide their basic personal information. These questions include: sex, age, educational qualification, employment status and years of service in their respective organizations.

Table 4.1 Demographic Profile of Respondents

Variable	category	Number	Percentage (%)
Gender	Male	303	80.2
	Female	75	19.8
Total		378	100
Age	< 20	4	1.05
	21-30	163	43.12
	31-40	100	26.46
	41-50	99	26.20
	> 50	12	3.17
total		378	100
Education qualification	< 10 grade	149	39.41
	10-12	180	47.62
	Diploma	34	8.99
	1st degree	13	3.45
	Above 1st degree	-	-
	No formal education	2	0.53
Total		378	100
Employment status	Permanent	146	38.62
	Contract	212	56.1
	missing	20	5.28
Total		378	100
Years of service	<3 years	145	38.36
	3-6 years	180	47.62
	7-10 years	44	11.64
	> 10 years	9	2.38
Total		378	100
Salary earned	< 400 Birr	4	1.06
	401-700 Birr	13	3.44
	701-1500 Birr	177	46.82
	1501-3000 Birr	143	37.83
	>3000 Birr	41	10.85
Total		378	100

Source: Own Survey (2019)

Out of the total respondents of the questionnaire, 75 (19.8%) were females and 304 (80.2%) were males. The ages of the majority of respondents ranged between and 21-50 years (95.8 %).

Regarding educational status of the respondents, most of the sample respondents 329(87.04%) were 12 and below 12 grade, 34(8.99%) diploma holders, 13(3.45%) first -degree holder and 2 respondents working without formal education.

Regarding respondent's service years in the sector (working experience), 180(47.62%) have 6 years working experience, and 145(38.36%) below 3 years and the remaining 53(14.2%) are working for 7 years and above working. Regarding the composition of salary payment 41 (10.85%) of respondents monthly salary is greater than 3000 birr, whereas 143(37.83%) and 177 (46.82) of the respondents earn salary between 1501-3000 and 701-1500 birr respectively. The remaining respondents i.e 13(3.44%) and 4 (1.06%) of them paid a salary between 401-700 and below 400 respectively.

4.3. Analysis of Collected Data

4.3.1. Perception on recruitment and selection practice

Table 4.2– Recruitment & Selection practice

	Items	Valid	Frequency	percent	Mean	Std. Deviation
1	The company has clear internal policies and procedures on R&S of employees	Strongly disagree	46	12.6	3.62	1.348
		disagree	31	8.5		
		neutral	56	15.4		
		agree	113	31.0		
		Strongly agree	118	32.4		
		total	364	100		
2	The organization does strictly follows the recruitment and Selection policy and procedure	Strongly disagree	53	14.6	3.36	1.388
		disagree	59	16.3		
		neutral	46	12.7		
		agree	116	32.0		
		Strongly agree	89	24.5		
		total	363	100.0		
3	Qualification requirements of a job are properly stated on vacancy advertisement	Strongly disagree	66	14.2	3.30	1.462
		disagree	53	17.4		
		neutral	65	21.9		
		agree	82	28.9		
		Strongly agree	108	100.0		
		total	374	100		
4	The organization uses a convenient and accessible media	Strongly disagree	45	13.0	3.46	1.422
		disagree	54	15.6		
		neutral	64	18.4		

	to advertise vacancies	agree	66	19.0		
		Strongly agree	118	34.0		
		total	347	100		
5	I Have you been interviewed during the selection process?	Strongly disagree	26	7.6	3.83	1.271
		disagree	41	12.0		
		neutral	31	9.0		
		agree	112	32.7		
		Strongly agree	133	38.8		
		total	343	100		
6	The selection test I took when I was initially hired in the organization was related to the job	Strongly disagree	29	8.5	3.79	1.293
		disagree	39	11.5		
		neutral	36	10.6		
		agree	107	31.5		
		Strongly agree	129	37.9		
		total	340	100.0		
7	There is formal induction, orientation and familiarization process designed to help new recruits understand the organization operate for the job under consideration	Strongly disagree	22	6.3	3.84	1.259
		disagree	49	14.0		
		neutral	30	8.6		
		agree	111	31.8		
		Strongly agree	137	39.3		
		total	349	100		
8	The JD and its responsibilities are same	Strongly disagree	21	6.1	3.75	1.227
		disagree	47	13.6		
		neutral	47	13.6		
		agree	114	32.9		
		Strongly agree	117	33.8		
		total	346	100		
Grand Mean /Standard Deviation				3.62	1.334	

Source: own survey (2019)

Accordingly, for item number 1, 201 (63.4%), 77 (21.1%) and 56 (15.4%) of security guards respectively respond that they are agreed, neutral, and disagreed with respect to that and their mean is 3.62. The mean result revealed that, the practice of this item is highly applied i.e. there is clear R&S policy and procedure as well as they are communicated by the companies management.

Maintaining clear R&S policy and procedure, different literatures state that, policy and procedure helps to ensure that everyone knows precisely what steps need to be taken when dealing with certain significant and possibly recurring employment issues (Armstrong 2009). According to this, the practice regarding the policy and procedure in the PSCs' have applied in line with the purposes that are described by

different authors in the literatures. Therefore, taking the majorities of respondents and the argument stated in different literatures in to account, it can be conclude that there is encouraging HRM practice in respect with the transparency and maintaining of R&S Policy and Procedure so which enable anybody, who have any interest with the PSCs, can refer and use for subsequent proceeding.

Regarding item number 2 , 205 (56.5%), 46(12.7%) and 112(30.9%) of security guards respectively respond that they are agreed, neutral, and disagreed with respect to that and their mean is 3.36 . The mean result illustrated that this HRM practice were averagely applied which can be interpreted the guards are not confident about the R&S strictly followed by HRD of the company. In this regard, as per Armstrong (2006) i.e. "not complying the policy and procedure consistently gives inconsistent results that might lead to reach the company to regulatory body as well as it affects the effectiveness of R&S result". Moreover , Armstrong (2010) clearly indicate that the organizations needs to be sure not setting different selection criteria for each candidate as it will then not be possible to determine the effectiveness of each individual and to minimize risks of bias and discrimination . From this point of view , it can be conclude that the existing practice of regarding the R&S is exposed for risk of bias and discrimination i effect the firms HRM process effectiveness . Hence, it is suggested that the PSCs' to assess the gap, identify the causes and take appropriate subsequent action.

Regarding, item number 3, 190(50.8 %) ,65 (17.4%) and 119 (31.8%) of security guards respectively respond that they are agreed, neutral, and disagreed with respect to that and their mean is of 3.30. This mean result depicted the practice of incorporated the qualification requirements of a job on vacancy advertisement were averagely applied which means respondents are not confident to say whether the required information have been included within the vacancy advertisement or not. Ivancevich, (1992) in this regard suggest that organizations are better to provide complete information including positive and negative things about the organization to the job during recruitment process. Furthermore Powel, (1991) explained that providing applicants enough and specific information enables them to decide about the suitability and relevancy with the job so that the candidate to make decision with a fall information and comfortable manner in effect it is positively affect the R&S process.

From the mean result and the facts stated by the different authors motioned here above, there is a disparity between the HRM practice of PSCs; and the fact stated in the literatures. Due to this, the R&S effectiveness and efficiency might be affected since the selected staff might lose his/her interest to join the company when they receive JD, which is after a long process of R&S process. Hence, it is suggested that the management to apply the practice in consistently manner through managing and monitoring the process, evaluate periodically while after taking samples of advertisement and take necessary corrections.

Concerning to item number 4, 184(53%), 64(18.4 %) and 99(28.6%) of security guards respectively respond that they agreed, neutral and disagree with a respect to that a mean value of 3.46. These means, majority of the respondent's response revealed the practice of using convenient and accessible media for vacancy advertisement is averagely applied in the PSCs'.

Most of the time, security companies are tried to manage their vacant position through applying external vacancy advertisement methods. Hence, to get competent candidate for the position with a minimum advertising cost, they are expecting to use convenient and accessible media. In this regard, Armstrong (2009) in his hand book 11th edition (HRM practice) state that, aims of an advertisement is to attract a sufficient number of good candidates at minimum cost. Therefore, from the mean result of the respondents, it is observed that the media selection which is made by the management of PSCs' was able to get sufficient candidates through a minimum cost so that it can be taken as a good practice that is expected to keep the practice consistently by the management.

Regarding the 5th item, 245(71.5%) of the respondents have respond that they are interviewed during the selection process, whereas 31(9.0%) 67 (19.6%) of the respondents responded as neutral and disagree with a mean value 3.83. This means, the mean result, the practice of interviewing candidates in the selection process is highly practicing in the PSCs'. Making an interview during the selection process is mainly helps to assess the suitability of candidates by predicting the extent to which they will be able to carry out a role successfully (Armstrong, 2010). Based on this, it is suggested that the HR department of the PSCs' to maintain the existing practice of interviewing during selection process with respect of applying in a consistent discipline.

Regarding for item number 6, 236 (60.2%), 68(20%) and 36(10.6%), security guards respectively respond that they are agreed, neutral, and disagreed with respect to that the mean with 3.79. The men result in this case revealed that majority of the respondents affirmed that the test the guards taken during the selection process is same with the current job they assigned. In this regard, Armstrong (2006) critically suggests that job-specific tests that are designed to predict the potential an individual has to perform tasks within a job. Hence, based on the mean result, it can be conclude the practice of aligning selection test with the current job of the guards are proceeding as per the recommendation and suggestion made by well known author stated here as a reference. Therefore, it is suggested that the PSCs' to maintain the existing practice of testing employee in respect with the work that they will be assigned to do while not forgetting to apply it in a consistent manner.

Regarding the 7th item, cumulatively 248 (71.1%) of the respondents shows their agreement, whereas 30 (7.7%) and 71(20.3%) of respondents respond as neutral and disagreed with a mean 3.84 which the mean has rated shows there is a practice with a support of assertion by majority of the guards. This means, majority of the respondents have agreed they have got induction, orientation and formalization.

Applying this practice may have an advantage of reducing the anxiety of new employee. Doing this have an effect of reducing employee turnover, saving time of supervisors or co-workers, developing realistic job expectations, developing positive attitudes toward organization, and improving job satisfaction (Ivancevich 1992). Additionally, Armstrong (2009) stated the practice during preliminary stages smooth when everything is likely to be strange and unfamiliar to the starter, establish quickly a favorable attitude to the organization in the mind of new employees. Therefore, based on the mean result, through the application of the practice it can be conclude that the guards are informed about the organization so that at least they are able to get information and able to avoid unfamiliarity during their starting time of the job in the organization.

However, though the mean result indicate the security companies have applying, it is suggested that, HR has to closely evaluate its procedure and related practice to this specific case, and apply it consistently. This is because; there is significant minority i.e 28% of respondent's shows a disagreement and neutral. Otherwise the result might

affect the overall purpose of R&S result in particular and the company might affect through frequent turnover as stated by Armstrong.

Response for item number 8 demonstrate that, 231(66.7%) 21(6.1%) and 115(40.8%) of security guards respectively respond that they are agreed, neutral, and disagreed with respect to that and with a mean result of 3.75. The mean result indicate that, PSCs' have carefully attempt what the job would be like in reality on the job description.

JD is a key document in the recruitment process and must be finalized prior to taking any further steps in the process. In this regard, Armstrong (2006) clearly state that JD spells out exactly what job holders is required to do. It gives people the opportunity to say 'It's not in my job description', meaning that they feel they have to do the tasks listed there. Hence, based on the majority of respondents and mean result, it can be concluded that the work that guards are currently working is in lined with the description stated on JD. However, though majority the respondents asserted that they are doing as per JD they are received from the management, considering the result of disagreed and neutral i.e 46.9% (136), the management is better keep the practice consistently so that able to have the benefit which are stated in the literatures.

4.3.2. Perception Training

Table 4.3 – Training practice

	Items	Valid	Frequency	percent	Mean	Std. Deviation
1	The organization T&D policy and procedure is communicated to the staffs.	Strongly disagree	51	13.6	3.44	1.409
		disagree	59	15.7		
		neutral	55	14.6		
		agree	97	25.8		
		Strongly agree	114	30.3		
		total	376	100.0		
2	The company adopts continuous training to improve the staff performance	Strongly disagree	73	19.9	2.93	1.417
		disagree	91	24.8		
		neutral	62	16.9		
		agree	70	19.1		
		Strongly agree	71	19.3		
		total	367	100.0		
3	The company plans ahead for the training programs.	Strongly disagree	43	12.0	3.26	1.310
		disagree	60	16.8		
		neutral	99	27.7		

		agree	73	20.4		
		Strongly agree	83	23.2		
		total	358	100.0		
4	Formal need assessment is carried out periodically and related trainings are provided to employees accordingly.	Strongly disagree	73	19.4	2.99	1.417
		disagree	82	21.8		
		neutral	73	19.4		
		agree	71	18.9		
		Strongly agree	77	20.5		
		total	376	100.0		
5	The method used for training is convenient to get the necessary knowledge and skills	Strongly disagree	53	14.2	3.23	1.380
		disagree	75	20.2		
		neutral	63	16.9		
		agree	95	25.5		
		Strongly agree	86	23.1		
		total	372	100.0		
6	The training delivery method has enabled me to transfer the skills acquired back to my job	Strongly disagree	33	8.9	3.60	1.298
		disagree	54	14.5		
		neutral	55	14.8		
		agree	115	30.9		
		Strongly agree	115	30.9		
		total	372	100.0		
7	My communication and working relationships with co-workers and Customers have improved due to training programmers	Strongly disagree	32	8.5	3.65	1.286
		disagree	51	13.6		
		neutral	55	14.6		
		agree	118	31.4		
		Strongly agree	120	31.9		
		total	376	100.0		
8	The contents of training that I have taken are relevant for my current job.	Strongly disagree	38	10.1	3.60	1.332
		disagree	56	14.8		
		neutral	44	11.6		
		agree	121	32.0		
		Strongly agree	119	31.5		
		total	378	100.0		
		Grand Mean/ Standard Deviation			3.34	1.356

Source: own survey (2019)

Concerned for item number 1, cumulative result of 211(56.1%), 55(14.6%) and 110(29.3%) of security guards respectively respond that they are agreed, neutral and disagree with respect to that and their high mean rating of 3.34. This means, majority of the respondents asserted that the information regarding the Training policy and procedure has been communicated to majority the guards by the company management. The result revealed that the transparency regarding the policy and

procedure in line with training is going as per the suggestion of different experts and authors.

In this regard, different authors asserted that communicating the policy and procedure to the employee increase organization's reliability for the reason that employees recognize their organization is spending in their future career (Rosenwald 2000). Otherwise, as per Nadeem B.,Jehanzb K(2013), employees loss their feeling about their organizations, if they think that their organizations are not caring about them. Based on this, if the mean result is taken alone, it can be concluded that the practice of communicating the policy and procedure to the guards is highly practicing in the PSCs'. However, as per the data indicated above, there are significant number of guards have responded as disagreed and neutral. This number of staffs are significant minority who can feel the organization are not caring about them as per Nadeem B.,Jehanzb K(2013) so that they may affects the service as well as company performance. Hence, it is suggested the management to apply the practice consistently. To do these, management can arrange training to make awareness to all staffs, involve the staffs in the the process of reviewing the police and procedure while provide the manual in return get their sign so that to be sure they are informed.

Regarding the item number 2, cumulative result of disagreed and strongly disagree is (44.7%), whereas 62(16.9%) are neutral and 141(38.4%) respondents responded as agreed with a mean value of 2.93 which is the mean result rated as neutral or average. The mean result revealed that, majority of the respondents asserted there is no continuous training practice in the security company. This means the staffs are getting less training in effect the company as well as the staffs losses the opportunity of improving the gap on performance. Accordingly, Palo & Padhi (2003) discovered that the persistent training enhance work activities, elevate knowledge, improve skills and strengthen capabilities, reinforce teamwork, minimize labor turnover and augment performance in both private and public sector institutions. The empirical analysis which is made by Paull & Anantharaman (2004) indicated that the effect of training practices on organizational commitment was significantly or related to the employee commitment. Therefore, it is suggested that the PSCs' through its Human Resource Department arrange continuous training program so that to minimize the gap of the required performance. Doing this, might resolve the complaints that are

raised by clients which are stated in the statement of the problem section one in this paper. .

Concerning item number 3, a cumulative numbers 156(43.6%) of respondents agreed, 99(27.7%) and 103(28.8%) respondents respond they are neutral and disagreed respectively with a mean value of 3.26, which the mean result rated as neutral or average. The mean result illustrate that, majority of the respondents are neutral with the practice of planning ahead for training program is performing. In line with this preparing or draw a plan ahead of the training program has a roll of positive impact on the training process. Among the advantages, it helps to know who are the audiences' through which helps to select the instructor for the program, the level of language as well as the type of examples presented during the session and also able to avoid difficulties of training materials and equipments that might be occurred during the training session. Hence to make the training process smooth and achieve the ultimate objective form the training, PSCs' through their HR department have to work more the practice of planning ahead for the training program.

Under item number 4, 155(41.2%), 73(19.4%) and 148(39.4%) of security guards respectively respond that they are disagree, neutral and agreed with respect to that and their mean rating of 2.99. The mean result revealed that, respondents are neutral regarding the practice of training need assessment which is carried in a periodic terms or not. From this, it can be conclude that the practice of training need assessment and its subsequent process not consistently applied. Whereas, the theory in this regard sttated that, the training process has started with determining what training is required so that to achieve the training objective (Dessler 2008). Likewise, Armstrong (2007) clearly stated that through need assessment leads to effective and efficient training , which increases the likelihood that evaluation demonstrate successful value added outcomes. Furthermore, Armstrong (2006) stated, training need assessment helps an organization to achieve its goals in which enable to identify the gaps between employee skills and the skills required by the job and department. Padwal and Naidu (1985) state that "training needs assessment helps to identify existing training gap, what type of training can be under taken by outside agencies, and accordingly schedule the training programs " Hence the result revealed that the practice of training need assessment is going contrary to the standard stated by different literatures and researchers.

Therefore, suggestion is forwarded to the management of PSCs' to review the training need assessment practices so that to get the benefits derived from it i.e to identify the skill gap and existing solutions not immediately evident and craft the required skill by the job and so on.

Regarding item number 5 , 161(48.6%) , 63(16.9%) and 128 (34.4%) of security guards respectively respond that they agreed, neutral and disagreed with respect to that and their mean rating of 3.23. This means, the training method provided by PSCs' were not convenient to get necessary knowledge. Based on the result, it is easy to assume that, the company might lose the benefit desired to achieve its goals and objectives that the chance of better individual employee's performance to motivates work hard for the organization. Shelton (2001) stated that, Key components of job training include time spent in training, training methodologies, and content were significant in their relationship to job satisfaction. From this it can be conclude that the objective of the training lacks on the paper practice due to that not meets its goal.

Therefore, since the impact of the training method is significant on employee satisfaction as well as company's performance, the researcher has suggested the management of PSCs' to review thoroughly and identify the gap which leads for not practicing therefore to make subsequent improvement in the case. .

Regarding item number 6 , 230 (61.8%),55(14.8%) 88 (23.4%) of security guards respectively respond that they are agreed, neutral and disagreed with their mean rating 3.60. The mean result indicate that, the practice of arranging training by the PSCs' highly helped them to transfer the skill acquired from the training immediate returned to the job. In regard to this, according to Dessler (2004), the knowledge and skills gained during the training will increase abilities so that able or allow participants to perform their jobs at an acceptable level. Taking this as a good suggestion and the training given by the PSCs' shows positive impact, the researcher has recommended keeping the practice, and applying it in a consistent manner.

Likewise item number 6, majority of the respondents shows their agreement for item 7 and 8. Accordingly 238 (63.3%) and 240(63.5%) of the respondents have agreed on number 7 &8 with a high mean rate 3.62 &3.6 respectively. The result in this regard shows that, the training arranged by the companies helps the guards to improve their

work relationship and customer handling process while employees agree on the compatibility of training design to the actual job to be performed.

Therefore, the HRM department in this regard shows that they are performing in line with the need of the trainee's so that they able achieved the HRM practices in related to the two items stated under item number 7 & 8.

4.3.3. Perception on compensation and benefit

Table 4.4- Compensation and benefit practice

	Items	Valid	Frequency	percent	Mean	Standard deviation
1	The organization compensation and benefit policy and procedure is communicated with employees	Strongly disagree	125	34.1	2.76	1.551
		disagree	49	13.4		
		neutral	51	13.9		
		agree	72	19.6		
		Strongly agree	70	19.1		
		total	367	100.0		
2	I am well communicated about the benefits packages provided	Strongly disagree	123	33.3	2.61	1.502
		disagree	80	21.7		
		neutral	50	13.6		
		agree	50	13.6		
		Strongly agree	66	17.9		
		total	369	100.0		
3	I am satisfied with my salary can benefits compared with that of other employees work in a similar position and industry	Strongly disagree	118	31.9	2.62	1.468
		disagree	83	22.4		
		neutral	47	12.7		
		agree	65	17.6		
		Strongly agree	57	15.4		
		total	370	100.0		
4	I never have problems with my leave arrangement	Strongly disagree	54	14.4	3.62	1.428
		disagree	42	11.2		
		neutral	29	7.8		
		agree	117	31.3		
		Strongly agree	132	35.3		
		total	374	100.0		
5	My cloth and other materials scheme are satisfactory.	Strongly disagree	96	26.1	2.77	1.459
		disagree	91	24.7		
		neutral	47	12.8		
		agree	70	19.0		
		Strongly agree	64	17.4		
		total	368	100.0		
6	The company uses fair	Strongly disagree	101	27.0	2.70	1.420

	incentive System.	disagree	85	22.7		
		neutral	74	19.8		
		agree	53	14.2		
		Strongly agree	61	16.3		
		total	374	100.0		
7	The company's compensation System is reviewed periodically.	Strongly disagree	134	36.5	2.35	1.347
		disagree	85	23.2		
		neutral	74	20.2		
		agree	33	9.0		
		Strongly agree	41	11.2		
		total	367	100.0		
8	Employees get incentives such as promotions, loans, awards, bonuses, etc.	Strongly disagree	168	44.7	2.25	1.413
		disagree	71	18.9		
		neutral	56	14.9		
		agree	36	9.6		
		Strongly agree	45	12.0		
		total	376	100.0		
		Grand Mean/ Standard Deviation			2.71	1.448

Source: own survey (2019)

Regarding item number one, 174 (55%), 142(38.7%) and 31 (28.4%) of security guards respectively respond that they are agreed, neutral, and disagreed with respect to that and the mean value of 2.76, which is rated the mean as neutral. Likewise, regarding for item number 2, 203 (55.0%); 50(1.6%) and 116(31.4%) respondents shows they are disagreed, neutral and agreed respectively with a mean result of 2.61. In both cases, this mean result indicate that the practices has applied averagely or respondents whether they are not confident to answer clearly or they do not know the about the compensation policy and benefit package related with the two specific items.

Hence, being transparent about the compensation and benefit policy and procedure to the staffs will help the PSCs' effective compensation program and accordingly increase the performance of the organization.

Therefore, based on the data found from the respondents, it can be conclude that the practice of transparency with regard to staffs compensation and benefit policy and procedure, averagely practicing in the PSCs'. From the mean result, it can be understood that the complaints of the security guards that are observed and confirmed by the security and safety managers in the banks, mentioned in the statement of the problem in this paper, are a problem that affects the guards performance and frequent

turnover. In this regard various researchers indicate there is a significant strong positive relationship between employee compensation and performance on different organizations. Hence the study recommended that security firms on compensation.

Therefore, the study suggests that the HR managers in collaboration with the higher officials of the PSCs' to review and make clear the policy and procedure and communicate the benefit package to the staff.

Regarding the fairness of the salary and benefit package within the same industry which is initiated under item number 3, 201 (54.3%), 47(12.7%) and 122(33.0%) of respondents respond as disagreed, neutral and agreed respectively with a mean result of 2.62. likewise the item number 1 and 2 above, the mean result depicted that the respondents were indifferent, whether they are treated fairly benefited as the industry paying for the same employees' or they do not know their salary is fair or not. Indeed, as Armstrong (2006, p 393) stated, the benefit of paying competitive rates will positively affect the ability of organizations to attract and retain people, but there is a limit to the extent to which companies can compete with the pull of the market points out. Accordingly, if people are feeling they are not treated as the market, they are forced to decrease their commitment and loyalty, increases turnover and due to this the performance of the company negatively affected.

Hence, based on the mean result, it is concluding that the practice of compensating fairly as compares with other security guards paying in the market not clearly practicing. Therefore, this is suggested that the PSCs' through HR department be transparent with regard to how they are compensated as compare with the industry price with its reason so that to the guards to feel they are recognized by the organization.

Item number 4 intended to see how Leave arrangement is entertained in the PSC so that to know the practice of applying non financial benefits managed there. Accordingly, 249 (66.6%) of the respondents respond there is no problem with leave arrangement; whereas 29(7.8%) and 96 (25.7%) responds neutral and disagreed respectively. The mean result of the under respondent's gives a mean of PSCs'. 3.62. This means that the leave arrangement by the security companies is highly practicing.

Hence, it is suggested that the companies keep the practice of leaving arrangement so that the guards taking in to consideration and a means as loyal and motivated.

In line with the item number 5, 187(50.8%) 47(12.8%) and 134(36.4%) of respondents respond as disagreed, neutral and agreed respectively with the mean result of 2.77. Similarly, for item number 6, 186 (49.7%) 74(19.8%) and 114(30.5%) respondents respond as disagreed, neutral and agreed respectively with a mean result of 2.7. Under both cases, the result asserted, the respondents are not confident to say the practice with regard to availing clothes and the benefit they get from the company they are working. Though the rate of the was scale falling under neutral level, however the data shows half of the respondents shows their disagreement on both benefit issues. this means that the uniform quality of they deliver, the time the cloth received and the types of uniform's supplied by the companies have found not as expected by the employee. Likewise, employees are felling that they are not fairly rewarded from their company due to different reasons which needs further study to assure the effect on ground. Therefore, the PSCs are suggested to review and make through study so that to give solution on their practice in relation with the uniform, material and the reward system.

Regarding item number 7, 239 (63.6%), 56(14.9%) and 81(21.6%) respondents response that shows their disagreement, neutral and agreed respectively with a mean result of 2.35. Similarly, for item number 8, 239 (63.6%) respondents responded as disagreed, and 56(14.9%) and 81(21.6%) respondents give their response neutral and agreed respectively. the mean result of item number 8 was 2.25. This means, in both cases, the practice of reviewing the compensation system periodically below the average i.e. low. In other words, the practices related with the two cases don't apply in a consistent manner.

From this, it can be realize that, the guards might be forced for dissatisfied by the HRM practice in respect with the two cases i.e., not availing standard uniform to the guards and peoples are expecting annual increment. According to security point of view, uniform is a very important part of being a security officer; it sets an officer apart from the general public as an individual in a position of authority i.e. provides instant recognize ability, it creates a sense of pride and belonging for the officer and it is a reflection of the professionalism of the client in addition to the security company.

Whereas the effect of guards without uniform is the vice versa might lead termination of contract. Therefore, referring the conclusion which is delivered by Ms. Busolo, Mr. Ogolla and Mrs. Elizabeth based on Caruth and Handlogten, (2011) i.e the general purposes of the compensation policy covers respecting employees’ performance, maintaining a competitive labor market conditions, maintain justice employee salaries, motivating employee performance and reduce employee turnover. Therefore, it can be concluded that, if the top management keeps ignoring and non-adopting the compensation and benefit programs, the performance of the employee will also keep declining.

This is therefore, the study has suggested that, in collaboration with the top management of their respective PSCs’, HR department should have make effort to review the compensation and benefit packages periodically so that to carry out its responsibility in respect with the welfare and benefit of the staff. In addition, it is also the management equally gives serious attention on the quality of the material they are delivering as a uniform and communicate the guards about indirect compensation to increase employee’s knowledge through which can minimize the felling that security guards are not treated like other do for their employees

Analysis and interpretation concerning PA

4.3.4. Perception on performance Appraisal

Table 4.5 Performance Appraisal practice

	Items	Valid	Frequency	percent	Mean	Standard deviation
1	The company has facilitated to the employee to know the objective of the PA System of the organization	Strongly disagree	57	15.3	3.28	1.392
		disagree	59	15.9		
		neutral	71	19.1		
		agree	93	25.0		
		Strongly agree	92	24.7		
		total	372	100.0		
2	The PA standards set are clear, easy to understand and put in a measurable terms.	Strongly disagree	53	14.5	3.24	1.332
		disagree	57	15.6		
		neutral	79	21.6		
		agree	102	27.9		
		Strongly agree	74	20.3		
		total	365	100.0		

3	PA of the company has provided feedback towards my performance.	Strongly disagree	57	15.4	3.19	1.389
		disagree	72	19.5		
		neutral	69	18.7		
		agree	87	23.6		
		Strongly agree	84	22.8		
		total	369	100.0		
4	The PA helps to identify individual T&D needs.	Strongly disagree	62	16.9	3.01	1.395
		disagree	93	25.4		
		neutral	64	17.5		
		agree	73	19.9		
		Strongly agree	74	20.2		
		total	366	100.0		
5	I clearly understand the PA evaluation criteria.	Strongly disagree	43	11.8	3.34	1.378
		disagree	74	20.3		
		neutral	65	17.9		
		agree	81	22.3		
		Strongly agree	101	27.7		
		total	364	100.0		
6	The criteria's for evaluation is based on observable and measurable characteristics of the behavior of the employee.	Strongly disagree	35	9.7	3.36	1.328
		disagree	77	21.4		
		neutral	64	17.8		
		agree	91	25.3		
		Strongly agree	93	25.8		
		total	360	100.0		
7	The result of the appraisal is communicated and discussed with the employees on one to one basis.	Strongly disagree	54	14.6	3.21	1.396
		disagree	76	20.6		
		neutral	67	18.2		
		agree	82	22.2		
		Strongly agree	90	24.4		
		total	369	100.0		
8	The feedback I receive from my immediate supervisor aids me in correcting ineffective behaviors.	Strongly disagree	30	8.2	3.75	1.271
		disagree	44	12.1		
		neutral	39	10.7		
		agree	126	34.5		
		Strongly agree	126	34.5		
		total	365	100.0		
9	PA is free from evaluator's	Strongly	76	20.8	2.97	1.402

personal interest.	disagree				
	disagree	71	19.4		
	neutral	74	20.2		
	agree	79	21.6		
	Strongly agree	66	18.0		
	total	366	100.0		
Grand Mean/ Standard Deviation			3.26	1.365	

Source: own survey (2019)

The mean result of the respondents response for item number 1,2 3 ,4, 5,6,7 and 9 indicate 3.28, 3.24 , 3.19, 3.01 , 3.34 , 3.21,3.36 and 2.97 respectively . These means, majority of the respondents are neutral which is not confident to say agree or disagree.

From the point of the individual mean results, it can be conclude that the HRM practice in the PSCs' in respect of PA is not going as per the standard which is stated in different literatures. Regarding the practice of PA, Armstrong (2006) stated indicated that the meeting is the means through which the primary performance management elements of agreement, measurement, feedback, positive reinforcement and dialogue can be put to good use. (Akinbowale,et.al 2013).(tpdf-15) supporting this employees are likely to feel more satisfied with their PA results if they have the opportunity to talk freely and discuss their performance . From this point of view and the mean result, not communicating and discussing with subordinate will have negative impact which can be get form dialog and positive reinforcement in addition to the effect of dissatisfaction resulted from vanished of discussion and communication between the employee and immediate supervisor. Furthermore, since the consistently applying PA system in any organization will identify individual gaps, facilitate and develop a face to face discussion and use it for personal development and training.

Hence, the study has concluded that HR department as a process owner and the overall management charged to make performance evaluation supervisors as responsibility to improve the practice of PA discussion with their subordinates.

This is, therefore, the study suggested reviewing of the HR Policy and procedure whether appraisal system is clearly articulated while insists the supervisors to apply the system consistently.

On the other hand, exceptionally the respondents give a positive response for item number 8 with a mean result of 3.75 which indicate majority of the respondents are agreed with the practice of the feedback obtained from immediate supervisor's aids to correct the behavior of the guards. .

In this regard, it can observe in the day to day process, the biggest complaint from managers is that they are not given sufficient guidelines to assess people; and the biggest complaint from employees is that the process is not equitable and fair. Accordingly, from the perspective of the mean result with the specific case for item number 8, it is concluded that the practice in respect to with the feedback of the result is constrictive so that to improve the guards performance. Therefore, it is recommended that to continue the practice of applying the procedure in this regard.

The grand mean result of T&D is 3.34, which indicated that majority of the respondents are not clear to say whether they are not confident to answer clearly about the HRM practice related with Training and development is properly implemented in the PSCs'. This means, the training and development practice in the PSCs' needs attention so that to improve the performance of the guard excels the need of customer service satisfaction. In this regard, imperial study, which is carried out by Ms. Busolo Taka Catherine, Mr. Ogolla Douglas & Mrs. Elizabeth, on the Keny PSC have found grand mean of 4.01. According to this, the result revealed the more the training and development the security guards have obtained the result will be the increasing the performance of the security firms.

4.4. Discussion Point

Accordingly, the research study about HRM practice in regard to T&D, majority of the respondents shows they are neutral to agree or disagree regarding T&D practice with grand mean result of 3.34. This means that the HRM practice in respect with T&D not applied in a consistent manner. Among the practices HRM practice the practice related with training need assessment, craft a plan ahead of the training program, choosing suitable or convenient training delivery method and facilitate continuous training to be improved by the management are the major area that majority of respondents shows they are disagreed and neutral. The result for these gaps emanated for initially not performing consistently a training need assessment and may be a restriction of budget for the implementation of the training because one of the least minimum mean

results shows that there is lack of adopting continuous training practice. In this regard, Armstrong (2007) clearly stated that through need assessment leads to effective and efficient training, which increases the likelihood that evaluation demonstrates successful value added outcomes.

The grand mean result of the PA assessment is 3.26. The mean result indicated majority of the respondents were not a position to say agree or disagree i.e. neutral. This means, the system related on PA in the PSCs' is not clear for the security guards. Because of this, the industry might lose the benefit to employees , the employer while the HR department in respect with to get significant benefit emanated from the appraisal through which to identify the performance gap so that to make subsequent action. Therefore, it is suggest that, considering the advantage as well as the negative effect related with PA practice, it is suggest that the HR department thoroughly review the appraisal system and improve according with the security industry.

As far as the compensation part concerned, the general arithmetic mean of the parameter is 2.71. This result revealed that the practice regarding compensation and benefit in the PSCs' is found below the average which is practicing in contrary with the standard stated by different literatures. Accordingly, Armstrong (2005) stated that it is one of the central pillars of human resources management (HRM). It is linked with the formulation and implementation of strategies and policies that aim to compensate people practically, justifiably and constantly in agreement with their worth to the organization. Moreover, Hewitt.(2009) as cited in Ahmed M.(2014) clearly stated that as the name represent that compensation including a compensation structure in which best performer employee awarded more than average performer.

This motivates the good performer to work hard and make competitive atmosphere in organization. Brown and Armstrong (1998) in this regard suggest that compensation management is an essential part of HRM approach to achieve organizations objectives and manage the people and it is strategic because it tackles the employee problem. Taking these in to mined, it can be conclude that the practice related with compensation and benefit needs critically examined and attention by the PSCs' management so that to reduce the disagreement area between the system and the guards.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This part of the study summarizes and concludes the main findings obtained from the collected data and provide some recommendations to be implemented by concerned bodies in order to alleviate existing challenges and problems.

5.1. Summary of Major Finding

- The first dimension which was used to assess the HRM practices in this paper was R&S. Accordingly; general arithmetic mean of the result in this regard shows 3.62. This result shows most of the respondents agreed on the R&S process that is practicing in the PSC's sector. From this it can be conclude that there is good R&S methods that are going as per the standard which are recommended in different literatures. However, among the items incorporated in the R&S, majority of the respondents' response revealed that the practice of related with P&S policy procedure strictly indicate that the practice in terms of applying in a strict manner and the item about the comprehensiveness of the required information on vacancy advertisement mean are 3.62 and 3.36 respectively. The mean results of both items are finding indicate that, these two R&S practices are inconsistently applied in the PSCs. The finding might also related with the complaints that are lift up by different clients which are stated under the statement of the problem in this paper i.e. supplying lack of qualified guards for the position.
- Regarding the T&D practice the arithmetic mean of the respondents was 3.34. The mean result indicate that the practice of T& D by PSCs' is neutral (respondents are indifferent between to say agreed or disagreed). Under this category, 3 items have scored 3.6 and above whereas the remaining 5 items have scored below 3.5. Among of which , the practice of adopting continuous training (2.93) and practicing training need assessment the training method applied by the industry (2.99) are the major factors that the practice of Training in the PSCs' to get average rate . From this, we can say that the Training practice in the PSCs' applied in a consistent manner. From this, the research finding established the fact that the complaints aroused by the clients of PSCs' as they are stated under the statement of the problem.

- As far as the compensation practices, the general arithmetic mean of the result is 2.71. This result revealed that the practice regarding compensation and benefit in the PSCs' is applied in averagely. In this regard, among the 8 variables used to assess, only one variable (I never have problems with my leave arrangement) have got highest mean result with a scale of 3.62. Whereas, among the remaining 6 items two items (The company's compensation system is reviewed periodically and employees get incentives such as promotions, loans, awards, bonuses, etc.) are scaled in the arithmetic mean result of low scale i.e. below 2.6 mean values. The result in this regard revealed that, the practice of the two items is applied below the average or low and four items are scaled a mean value 2.77 and below which they are categorized within the average scale performance. From these, it can be observed that compensation and benefit practice, leads the security guards are feeling they are averagely compensated as company with other companies are paying for the service.
- Regarding the practice of PA the mean result derived from nine variables is 3.26. Which means the practice of PA in the PSCs' is fall in the average scale or neutral. The respondents result revealed that the PA moderately applied by the security companies. Moreover, from the result illustrated in chapter 4, we can observe that majority of the respondents' shows their disagreement on item number 9 i.e. (PA is free from evaluator's personal interest) and item number 4 (the PA helps to identify individual for training and development") with a mean value of 2.97 and 3.01 respectively. Whereas, among the remaining 7 variables considered under PA, item stated under number 8 (the practice of giving appraisal feedback) respondents asserted it is properly applied by the management with a scale result point of 3.75. Finally, based on the grand mean result (3.26) we can conclude that the PA practice averagely applied.

5.2. Conclusions

The aim of this research was to assess the human resource management practices' on private security companies, Addis Ababa, Ethiopia. It is primarily focused on the HRM practices such as recruitment and selection, training, compensation& benefit and Performance appraisal. In this regard, based on the research item

stated in chapter one of this paper, the researcher tried to address the research theme whether there is proper recruitment and selection method applied in the PSCs, employees of PSCs staffs will get adequate training, do PSCs apply performance appraisal on security guards and making assessment whether employees in the PSCs fairly compensated.

Accordingly, to find information structured questioner was used to collect information from the selected three PSC. Using simple random sampling method , questionnaire was distributed for 429 security staffs and out of this 390 questionnaire were returned and out of which 378 responses found that enough for analysis. Subsequently, data was coded and analyzed using SPSS version 20.

Based on the data presented and analyzed in chapter four of the study and the particular findings therein the following conclusion were derived.

The first dimension which was used to assess the HRM practices in this paper was R&S. Accordingly, majority of the respondents asserted that the practice in regard with R&S properly applied in the PSCs' with a grand mean 3.62. The result indicate that majority of the respondents agreed on the process of R&D process which practicing in the PSC's sector.

Whereas, the HRM practice in respect with availing of adequate training the fairness of compensation and the method regarding performance appraisal practice , it can be conclude that those critical HRM practice in the PSCs'. This is because , majority of the respondents responded they are not confident to say whether or not the practice is going in line with the three elements(T&D, PA and compensation and benefit) are properly practicing. In this regard, grand mean derived from the response for T&D, compensation & benefit and PA is 3.34, 2.71 and 3.26 respectively. This, is therefore, it can be conclude that HRM practice in respect to the four dimensions selected in this study, are practicing in consistently manner and needs to be more improvement attention to work more and improve the HRM practice in the PSCs' industry.

5.3. Recommendations

From the foregoing findings and conclusions drawn thereof, the following sets of recommendations can be made directed at the PSCs'.

5.3.1. Recruitment and selection

As discussed in the analysis and mentioned in the conclusion sections, the PSC's have shown good practice of recruitment & selection. Hence, it is by and large suggested that the PSCs' should maintain their good practices that are demonstrated. The following recommendations focus on the items that the PSCs' lack clarity or show inconsistency regarding the proper R&S practices which need the management attention;

- The management of PSCs' should strictly follow the R&S policy procedure otherwise the practice of not complying with the policy and procedure consistently gives inconsistent results that might lead to reach the companies to regulatory body as well as it affects the effectiveness of R&S .
- Regarding the HRM R&S practice specifically related with vacancy advertisement, management is required to assure that the vacancy advertisement provides applicants enough and specific information which enables them to decide about the suitability and relevancy with the job so that the candidate can make a decision with a full and comfortable manner in effect it positively affects the R&S process.

5.3.2. Training practice

The assessment result shows that the relevance of content matters that are given in the training in respect with the current job, the positive impact of the training in line with communication, working relationship with coworkers and customers, the training method to transfer the knowledge into practice can be taken as positive and encouraging practice by PSCs'. On the other hand the research finding revealed that the following Training practices need the management's attention so that to provide adequate training for the guards'.

- The management to facilitate continuous training program for every individual to work as a member of an effective team and activate the potential so as to improve the performance of PSC's.
- It is also suggested that the management to give emphasis on to make training needs assessment before implementing training programs. To do that, it is recommended involving most of the training staff while doing the need assessment and evaluation and also conduct through formal needs assessment based on predetermined schedule.

- Considering the advantage of planning ahead (i.e. it helps to know who are the audience through which helps to select the instructor for the program, the level of language as well as the type of examples presented during the session and also able to avoid difficulties of training materials and equipments that might be occurred during the training session) from the actual training session, it is recommended that the management to give attention for training plan.
- Since the training methods have significant impact on the effectiveness of the training, the researcher has suggested the management of PSCs' to review and identify the gap so that training method will be convenient for its employee.
- lastly but not the least , the activities of the private security sector need to be more regulated and the issues of training practice of the PSCs' guards should be given a priority attention by the regulatory authorities. This is because, security guards needs intensive training regarding how and when they can use the firearm they carried and also put strict statement on the PSCs' to held training budget and monitor the implementation.

5.3.3. Compensation and benefit

Regarding compensation and benefit practice, the assessment result revealed that it is the major area that PSC's needs give emphasis on the existing compensation practices. This is because, among the 8 items distributed as a questionnaire, the respondents give relatively lowest rank for seven items. Hence, considering the demand of PSCs becoming very high, the study has recommending the management to review its compensation system in order to compensate the staffs in fair manner which is in lined with guards those who are working in different companies as permanent staff. This can be implemented; in addition to the demand of the outsourcers the services from PSC increasing significantly, the management is recommended to make strong negotiation with the outsourcer company.

- Further to the recommendation above, the management suggested to make review of compensation system because the guards are shows there basic disagreement among the other items (mean result was 2.35). This can be achieved through, a periodic market assessment and take subsequent action while informing the result through annual meeting which will be held with all staffs. This is because, communication helps to increase employee's

knowledge about indirect compensation to minimize the feeling that security guards are not treated like other do for their employees, therefore , it is recommended that the management communicate transparently about the compensation system of the company

- Whereas, one of the items that majority of security guards shows their disagreement was the t the PSCs' the incentives (promotions, loans, awards, bonuses, etc.) that the PSCs' are below the average. This might be the cause that alleviating the frequent turnover as well as the challenge to get competent security from the market. Hence, it is recommending that the management to give serious attention and try to find possible solutions that is delivered by different companies, working in the same industry.

5.3.4. Performance Appraisal

- Regarding PAS, fairness can be a consideration in practically everything that an organization does because it is through its own policies and procedures; hence the management needs clearly define the purpose of PA in its policy & procedure and establishes its relationship with each employee so that to get feedback and resolve dissatisfaction .
- In addition, the searcher has recommending that PSCs' HRM should maintain a continuous interaction with the employees by updating them on the company's policies, procedures and decisions so that fairness partially determines how an organization and its members treat one another. It provides a framework within which individuals and institutions interact.

5.4. Suggestions for further studies

The conclusions from this study are limited as there may be questions regarding the factors of HRM to employees. While this study only took the non clerical staffs limiting the focusing area on security guards while those companies they are working with banks. However, to get the real picture regarding the HRM practices in the PSCs' it is better to include professional employee's in charged for clerical positions, higher management point of view, their clients and regulatory body in future studies so that to get the benefit from the use of a larger sample and detail information. Also the study will be better if an important factor like Working condition, Working hour, working relation have the most impact on factor for HRM in the PSCs' and it is recommended to be tested separately. In addition, the future research should be

broadened by including more companies to get large number of representatives, include PSCs' which are located in different regions of the country and international samples should also be used.

REFERENCES

- Ambaye (2018). ‘‘*Assessment of Recruitment and Selection Practice*’’, case study Addis Ababa Water and Sewerage Authority (AAWSA), Unpublished Master’s thesis St. Marry University, Addis Ababa
- Armstrong, M. (2005). *A Handbook of Human Resources management practices* Kogan Page Ltd, London & Philadelphia.
- Armstrong, M. (2006). *A Handbook of Human Resource Management Practice (10th edition)*, Kogan Page Ltd, London & Philadelphia
- Armstrong, M.(2007) ,*Human resource management 2007*, Kogan Page Limited, 2nd Ed., London
- Armstrong, M. (2009). *Human Resource Management Practice*. (11th edition), Kogan Page ltd, London and Philadelphia
- Armstrong M. (2010), *reward Management Practice: improving Performance through reward*(3rd edition), Kogana Pag , London
- Byars, L.L., & Rue, L.W. (1991). *Human Resource Management: Von Hoffman Press, USA*
- Brown, D., & Armstrong, M. (1998). *Relating Competences to pay. Compensation and Benefit Review*. London
- Catherine D. 2002, *practical Research Method, a User-Friendly Guide to Mastering Research*. Newtec place 3.9, United Kingdom
- Dessler, G. (2008). *Human Resource Management (11th edition)*, Prentice Hall, of India Private Ltd, New Delhi. (Unpublished master’s thesis). Indira Gandhi National Open University, - 110 068, Maidan Garh New-Delhi
- Harvey, D., & Bowin, R. B. (1996). *Human Resource Management: An Experiential Approach*, Prentice Hall. New Jersey
- Hassen,S. (2010). *The Status of Private Security Companies in Ethiopia: An Anthology of Peace and Security Research: Institute for Peace and Security Studies in Collaboration with Friedrich Ebert Stifting*, Addis Ababa, Ethiopia
- Ichniowski ,(1997).*The Effects of Human Resource Management Practices on Productivity: A Study of Steel Finishing Lines n American Economic*

Review(87), Viewed February 05, 2019, retrieved from <https://www.researchgate.net/publication/4901383>.

- Ivancevich, J.M. (1992). *HRM foundations of personnel*. Von Hoffman Press, Inc, USA.
- Israel M. (2013). *Statistics, an Introductory Analysis*, 2nd, Harper and Row, New York.
- Jackson, S.E. & Schuler, R.S. (2000). *Managing Human Resources: A Partnership Perspective*, South-Western College Publishing, Ohio.
- Kassali, "Analyzing the Evaluation of Private Security Guards and Their Limitations to Security Management", *African Journal and Justice Studies*, Vol.5, #1&2 Nigeria
- Kothari C. (1990). *Research Methodology: Methods and Techniques*, New Age International (P) Ltd Publisher, New Delhi.
- Kothari, C.R. (2004). *Research Methodology: Methods and Techniques*, (2nd Ed.): New Age International Publishers Ltd, New Dehli.
- Mark A . Huseleid (1995) , *Impact of Human Resource Management Practice on Turnover, productivity and Corporate Financial Performance*, *Academy of Management Journal*, 1995, Vol.38 635–872, Viewed January 05, 2019, Retrieved www.markhuseleid.com/pdfs/articles/1995_AMJ_HPWS_Paper.pdf.
- Mashal Ahmed (2014). *The Impact of Indirect Compensation on Employee performance: Public Policy and Administration Research*, Vol.4, No.6, Pakistan
- Mathis, R.L., & Jackson, J.H. (1991). *Personnel/Human Resource Management*, West Publishing Company, St. Paul.
- Mekonene haile (2015). *Assessment of the Employee Training & Development practice: the case of Ministry of Culture & Tourism*. Unpublished Master's thesis. Addis Ababa university of Commerce, Ethiopia.
- Ms. Busolo T, Mr. Ogolla Douglas & Mrs. Elizabet, "Relationship between Human Resource Management Practices and Performance of Private Security Firms in Kenya:" *International Journal of Business and Commerce*, Vol. 6, No.07: [01-13], Kenya

- Noe, R.A. (2008). *Human Resources Management Gaining a Competitive Advantage* (5th Ed.): McGraw-Hill, New York.
- Robins Stephen P,Coulter M. (2012), *Management* 11th edition. Prentice Hall, New-Jercy.
- Ritina Kemal,(2015) *Assessment of Recruitment , Selection and retention Practice : A case Study of Costruction and Business Bank* . Unpublished Master's thesis. Addis Ababa university schoolof Commerce, Ethiopia.
- Sekaran, S. E. (2003). *Human resource Management: Positioning for the 21St century*, (6th Ed.): West Publication Company, New York.
- Schuster (1986). *Organizational culture and performance*, Florida Atlantic University, USA
- Shelton, S. (2001). *The effects of employee development programs on job satisfaction and employee retention*, International journal of business and public management, 3(2), 10-60 University of Wisconsin-Stout Menomonie USA.
- Stone, R. 2005. *Human Resource Management*, John Wiley & Sons Ltd, Milton: Australia.
- Ulirch and G.lake (1990) *A Book of Organizational Capacity: Competing from the Inside out* 1st edition, Jhon willey & Sons, Newyork.