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Human Resource Management: Practices and Challenges in the Case of Ministry of Trade and Regional Integration, Ethiopia

By: Robel Sintayehu

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Human Resource Management: Practices and Challenges in the Case of Ministry of Trade and Regional Integration, Ethiopia

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DECLARATION

I affirm that this thesis is entirely my own work, completed under the supervision of Dr. Tewodros Mekonnen. I have appropriately acknowledged all sources of materials used in the thesis. Additionally, I confirm that I have not submitted this thesis, in whole or in part, to any other educational institution in pursuit of any degree.

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     Name   Signature   Date

ENDORSEMENT

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

Tewodros Mekonnen (Dr).   _____ **Feb,2024**

Advisor   Signature   Date

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Acronyms

HRM: Human Resource Management

SPSS: statistical package for social science

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Abstract

This thesis investigates the practices and challenges of Human Resource Management (HRM) in the Ministry of Trade and Regional Integration in Ethiopia. Using a mixed-methods approach, including questionnaires, interviews, and document analysis, data was collected from ministry employees. The data was collected from a sample size of 216 clients. The study's response rate was 97.2% because of the 210 returned questionnaires out of the ones that were distributed. The questionnaire data was analyzed using statistical tools such as mean, standard deviation The study found that aligning HRM practices with organizational goals and effectively utilizing human resources are crucial. Specific HRM practices, such as recruitment, performance appraisal, and training and development, were identified and evaluated within the ministry. Various challenges in managing human resources were also uncovered. Recommendations focus on strategic alignment, employee engagement, and leveraging HRM practices for competitive advantage. The research contributes to the understanding of HRM practices in Ethiopian public organizations and provides insights for enhancing HRM in the Ministry of Trade and Regional Integration. The data was analyzed using descriptive statistics, identifying patterns, trends, and challenges, while reliability and validity tests ensured the research findings' robustness. Ultimately, this thesis aims to improve HRM practices, boost employee performance and job satisfaction, and contribute to Ethiopia's economic growth and development.

Chapter One: Introduction

1.1 Background of the study

One theoretical framework that can be used to examine HRM practices is the Strategic Human Resource Management (SHRM) model. The SHRM model emphasizes the importance of aligning HRM practices with the overall organizational strategy to achieve a competitive advantage (Wright & McMahan, 2011). According to the SHRM model, HRM practices should be integrated with the organization's strategy and goals, and should be designed to meet the needs of employees to achieve high levels of employee engagement and performance.

Another theoretical framework that can be used to examine HRM practices is the Resource-Based View (RBV) of the firm. The RBV suggests that a firm's resources, including its human resources, can be a source of sustained competitive advantage (Barney, 1991). HRM practices can be viewed as a type of resource that can be leveraged to improve organizational performance. The RBV suggests that HRM practices should be aligned with the organization's strategy and goals to achieve sustained competitive advantage.

In the Ethiopian context, a recent study found that HRM practices, such as training and development, performance appraisal, and compensation, have a significant impact on employee performance in Ethiopian public organizations, including the Ministry of Trade and Regional Integration. The study recommended that public organizations should adopt effective HRM practices that are aligned with their strategic goals to improve employee performance and organizational outcomes. (Mekonnen ,2021).

Empirical studies have been conducted in Ethiopia to investigate the HRM practices in public organizations, including the Ethiopian Ministry of Trade and Regional Integration. These studies provide insights into the current state of HRM practices and challenges faced by public organizations in Ethiopia.

Another empirical study examined the impact of HRM practices on employee retention in Ethiopian public organizations, including the Ministry of Trade and Regional Integration. The

study found that HRM practices, such as job security, training and development, and performance appraisal, have a significant impact on employee retention in Ethiopian public organizations. The study recommended that public organizations should adopt effective HRM practices to attract and retain talented employees. (Yimer et al,2020).

A study by investigated the challenges of HRM practices in Ethiopian public organizations, including the Ministry of Trade and Regional Integration. The study identified several HRM challenges, including limited resources, lack of training and development opportunities, and poor performance appraisal systems. The study recommended that public organizations should address these challenges to improve their HRM practices and enhance employee performance and job satisfaction. (Tadesse & Alemu, 2018).

Overall, the above empirical studies provide important insights into the HRM practices and challenges in Ethiopian public organizations, including the Ministry of Trade and Regional Integration. The findings of these studies can inform the development of effective HRM practices in public organizations in Ethiopia.

The Ministry of Trade and Regional Integration in Ethiopia plays a vital role in facilitating trade and driving economic growth in the country. Effective human resource management (HRM) is crucial for the ministry's success in achieving its objectives. However, there is a lack of research specifically focused on HRM practices and challenges within the context of the Ministry of Trade and Regional Integration. Therefore, this study aims to fill this gap by examining and analyzing the HRM practices and challenges faced by the ministry. By gaining insights into the current state of HRM within the ministry, the research seeks to contribute to a better understanding of HRM in Ethiopian public organizations and provide recommendations for improving HRM practices in the Ministry of Trade and Regional Integration, ultimately supporting the ministry's efforts in driving economic development and regional integration.

However, despite the importance of HRM, limited research has been conducted specifically on HRM practices and challenges within the ministry. This creates a gap in understanding how HRM is implemented and the obstacles faced in effectively managing human resources within this specific organizational context.

Through this study, a comprehensive exploration of HRM practices and challenges within the Ministry of Trade and Regional Integration was conducted. This will involve examining key areas of HRM, such as recruitment and selection, performance management, training and development, and challenges of HRM. The study will also delve into the unique challenges faced by the ministry in effectively managing its human resources, which may include issues related to organizational structure, resource constraints, and cultural factors.

By gaining a deeper understanding of the current state of HRM practices and challenges, the study aims to provide valuable insights and recommendations for improving HRM within the ministry. These recommendations may focus on areas such as strategic alignment, talent acquisition and retention, performance evaluation, and employee motivation. Implementing these recommendations can enhance the ministry's HRM practices, leading to improved employee performance, job satisfaction, and ultimately contribute to the overall success of the ministry's objectives.

Overall, this study aims to shed light on the current state of HRM practices, identify challenges, and provide recommendations for enhancing HRM within the Ministry of Trade and Regional Integration in Ethiopia. By doing so, it strives to contribute to the advancement of HRM knowledge and support the ministry's efforts in driving economic growth and regional integrate

1.2 Statements of the problem

Despite the critical role played by the Ethiopian Ministry of Trade and Regional Integration in the economic development of Ethiopia, limited research has been conducted on HRM practices and challenges in the context of the Ministry. This study aims to address this gap by exploring the HRM practices and challenges in the Ministry of Trade and Regional Integration.

Another theoretical study that can be used to understand the HRM challenges faced by the Ministry of Trade and Regional Integration is the Institutional Theory. The Institutional Theory suggests that organizations are influenced by the social and cultural norms and values of their environment (DiMaggio & Powell, 1983). In the Ethiopian context, the Ministry of

Trade and Regional Integration may face institutional pressures to adhere to certain HRM practices, which may not be compatible with the organization's strategic goals.

Another study investigated the challenges of HRM practices in Ethiopian public organizations, including the Ministry of Trade and Regional Integration. The study identified several HRM challenges, including limited resources, lack of training and development opportunities, and poor performance appraisal systems. However, the study did not provide specific recommendations for addressing these challenges in the context of the Ministry of Trade and Regional Integration, indicating the need for further research in this area. (Tadesse an& Alemu ,2018).

A more recent study explored the impact of HRM practices on employee performance in the Ethiopian manufacturing sector. The study found that HRM practices, such as training and development, performance appraisal, and compensation, have a significant impact on employee performance in the Ethiopian manufacturing sector. The study also found that the use of technology in HRM practices can improve employee performance. However, this study did not focus specifically on the Ministry of Trade and Regional Integration, highlighting the need for further research in this area. (Adugna & Tadesse,2021).

Another more recent study further explored the relationship between HRM practices and employee performance in the Ministry of Trade and Industry. The study found that training and development, performance appraisal, and compensation and benefits were significant predictors of employee performance. (Alemayehu & Alemu,2021).

The above researches have this research gaps that require further investigation. First, there is a need to study recruitment and selection including its level, influencing factors, and impact on organizational outcomes. Second, exploring the training and development practice in the ministry that can provide insights into improving the training programs. Third, assessing the performance appraisal evaluation methods and giving insights how to evaluate employee's performance. Fourth, identifying the ministry's challenges related to HRM practices and provide insights to improving those challenges in the HRM practices.

The identified gap in the existing research on HRM practices in the Ethiopian Ministry of Trade and Regional Integration arises from the fact that none of the studies specifically focused on this particular ministry. While the studies examined HRM practices in Ethiopian public organizations or the Ethiopian manufacturing sector, they did not directly address the challenges and practices within the Ministry of Trade and Regional Integration. Consequently, there is a need for further

research to fill this gap and provide specific insights into the HRM challenges, practices, and their impact the ministry. Conducting such research would help to generate context-specific knowledge and provide scientific reasoning based on empirical data, enabling the development of targeted recommendations and strategies for improving HRM practices in the Ministry of Trade and Regional Integration.

1.3 Objectives of the study

1.3.1 General Objective

The general objective is to study on human resource management practices and challenges in the case of the Ministry of Trade and Regional Integration.

1.3.2 Specific Objectives

1. To assess the recruitment and selection practices in the Ethiopian Ministry of Trade and Regional Integration.

2. To analyze the training and development practices in the Ethiopian Ministry of Trade and Regional Integration.

3. To evaluate the performance appraisal practices in the Ethiopian Ministry of Trade and Regional Integration.

4. To identify the challenges related to HRM practices in the Ethiopian Ministry of Trade and Regional Integration.

1.4 Research Questions

The research question that the researchers will discuss in the thesis are the following;

1. How does the ministry of trade and regional integration practice recruitment and selection?

2. What is the training and development practices in the Ethiopian Ministry of Trade and Regional Integration?

3. How does the performance appraisal practices in the Ethiopian Ministry of Trade and Regional Integration be evaluated and improved?

4. What are the key challenges related to HRM practices in the Ethiopian Ministry of Trade and Regional Integration, and what strategies can be developed to address them?

1.5 Significances of the study

The proposed study on "Human Resource Development Practices and Challenges within Ethiopian Ministry of Trade and Regional Integration" seeks to investigate and understand the current HR practices and challenges faced by the ministry. The significance of this study lies in the following areas:

1. Identification of gaps: Through this study, the HR practices that are not achieving their desired goals can be identified, and the reasons behind this can be explored. These gaps and challenges can then be addressed through improvements in HR policies and practices.

2. Improved productivity: A well-trained and motivated workforce can lead to increased productivity within the ministry. This study can help the ministry identify HR training, development, and retention programs that can improve the skills and knowledge of employees, resulting in better performance and productivity.

3. Effective decision-making: The study will provide valuable data and insights that can be used to make informed decisions on HR policies and practices. This can help the ministry ensure that its workforce is managed effectively, thus contributing to the achievement of departmental objectives.

4. Contribution to the body of knowledge: As the study provides insight into HR practices and challenges in the Ethiopian context, policymakers and researchers can use the findings to inform future research and policy formulation concerning HR in the public sector.

Overall, the study's significance is in providing empirical insights that can be utilized to enhance human resource development practices, policies, and strategies in the ministry and potentially other government departments to better align with Ethiopia's development goals.

1.6 Scope of the study

The scope of the study in the proposed title is to investigate the human resource management practices and challenges within the Ethiopian Ministry of Trade and Regional Integration. This includes examining and evaluating the performance appraisal, examining the training and development programs offered by the ministry, assessing their effectiveness in enhancing employee skills and knowledge, analyzing the recruitment and selection strategies employed by the ministry, and identifying any challenges or barriers to effective human resource management. The study may also include suggestions for improvement and best practices that can be implemented within the ministry.

Human Resource Management Practices in Ethiopian Ministry of Trade and Regional Integration: Exploring Challenges and Opportunities The study will be conducted in the Ethiopian Ministry of Trade and Regional Integration, which is located in Addis Ababa, Ethiopia. This study will use a mixed method research design to explore the HRM practices and challenges in the Ministry of Trade and Regional Integration. Data was be collected through semi-structured interviews with HRM professionals and other relevant stakeholders in the Ministry. The interviews will be transcribed and analyzed using thematic analysis to identify key themes related to HRM practices and challenges in the Ministry. The proposed study took approximately six months to complete, including data collection, analysis, and report writing. The study focused on the HRM practices and challenges in the Ethiopian Ministry of Trade and Regional Integration.

1.7 Operationalization of key concepts

Operationalization is the process of defining and translating abstract or theoretical concepts into measurable and observable variables or indicators. To operationalize key concepts related to human

resource management (HRM) in the Ministry of Trade and Regional Integration in Ethiopia. Here are some examples of how you can operationalize these concepts:

1. Recruitment: The process of identifying and attracting potential candidates for job vacancies within the Ethiopian Ministry of Trade and Regional Integration. This may involve advertising job openings, reviewing resumes and applications, conducting interviews, and making job offers. (Source: Dessler, G. (2017). Human Resource Management (15th ed.)).

2. Selection: The process of choosing the most qualified candidates from a pool of applicants for a job vacancy within the Ethiopian Ministry of Trade and Regional Integration. This may involve various methods such as aptitude tests, interviews, and reference checks. (Source: Milkovich, G. T., Newman, J. M., & Gerhart, B. (2017). Compensation (12th ed.)).

3. Training: The process of providing employees with the knowledge, skills, and abilities necessary to perform their job duties effectively within the Ethiopian Ministry of Trade and Regional Integration. This may involve various methods such as on-the-job training, classroom instruction, and online courses. (Source: Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). Human Resource Management: Gaining a Competitive Advantage (11th ed.)).

4. Development: The process of preparing employees for future job responsibilities and career advancement opportunities within the Ethiopian Ministry of Trade and Regional Integration. This may involve various methods such as job rotations, mentoring, and leadership training. (Source: Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). Human Resource Management: Gaining a Competitive Advantage (11th ed.)).

5. Performance appraisal: The process of evaluating employee performance and providing feedback to them within the Ethiopian Ministry of Trade and Regional Integration. This may involve various methods such as supervisor evaluations, self-evaluations, and peer evaluations. (Source: Milkovich, G. T., Newman, J. M., & Gerhart, B. (2017). Compensation (12th ed.)).

6. HRM challenges: The difficulties and obstacles faced by the Ethiopian Ministry of Trade and Regional Integration in managing its human resources effectively. These may include factors such as cultural differences, low employee morale, high turnover rate, and lack of diversity and inclusivity. (Source: Lado, A. A., & Wilson, M. C. (1994). Human resource systems and sustained competitive advantage: A competency-based perspective. Academy of Management Review, 19(4), 699-727).

1.8 Organization of the study

The study of human resource management (HRM) practices and challenges in the Ethiopian Ministry of Trade and Regional Integration can be divided into several sections. The introduction section provides contextual information, including the problem statement, significance of the study, and research questions. The literature review section covers HRM practices in the public sector, Ethiopian government organizations, and the challenges faced by the Ministry. The methodology section explains the research design, data collection methods, and data analysis. The results section presents descriptive statistics, data analysis, and findings related to HRM practices, challenges, and employee performance. The discussion section interprets the findings, compares results with previous studies, and provides recommendations for improving HRM practices in the Ministry. The conclusion and recommendations section summarizes the study's key findings and limitations and offers suggestions for future research.

Chapter Two

Review of related Literature

2.1 Review of Theoretical Literature

2.1.1 The Concept of Human Resource Management (HRM)

Human Resource Management (HRM) is a strategic approach that involves managing an organization's workforce to achieve its objectives. This concept has been studied extensively in the theoretical literature, with various scholars offering different perspectives on its definition, scope, and practice.

One of the earliest definitions of HRM Beer et al. (1984), who defined it as "a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques." This definition highlights the importance of HRM in achieving organizational goals through the effective management of employees. (Beer et al. (1984).

Another influential perspective on HRM Guest (1987), who proposed the "soft" and "hard" models of HRM. The soft model emphasizes the importance of treating employees as valuable assets and emphasizes the importance of employee involvement, training, and development. The hard model, on the other hand, emphasizes the importance of aligning HRM practices with the organization's goals and objectives and focuses on measuring the performance of employees. (Guest (1987).

Boxall and Purcell (2003) proposed the "best-fit" and "best-practice" models of HRM. The best-fit model emphasizes the importance of aligning HRM practices with the organization's external environment, such as industry conditions and customer demands. The best-practice model, on the other hand, emphasizes the use of HRM practices that have been shown to be effective in achieving organizational goals, such as high employee performance and productivity.

Ulrich and Lake (1990) proposed the "four roles" model of HRM, which includes the roles of strategic partner, administrative expert, employee champion, and change agent. This model emphasizes the importance of HRM professionals in playing a strategic role in the organization and supporting its goals.

Overall, the theoretical literature on HRM provides a range of perspectives on the concept, with a focus on the strategic role of HRM in achieving organizational objectives and the importance of aligning HRM practices with the organization's goals and external environment.

2.1.2 Practices of Human Resource Management

2.1.2.1 Recruitment and selection

Recruitment and selection are critical components of human resource management (HRM) practices, and the theoretical literature on these topics provides valuable insights into best practices and the factors that influence effective recruitment and selection processes.

Recruitment refers to the process of identifying and attracting potential candidates for a job vacancy, while selection refers to the process of evaluating and choosing the most suitable candidate(s) for the job. One of the key theoretical perspectives on recruitment and selection is the person-environment fit theory, which suggests that organizations should seek to hire individuals who have the necessary skills and qualifications to perform the job effectively and who also fit well with the organizational culture and values (Kristof-Brown et al., 2005).

Another important theoretical perspective is the socialization theory, which emphasizes the importance of the recruitment and selection process in shaping employee attitudes and behaviors. This theory suggests that the recruitment and selection process can be used to socialize employees into the organization's culture and values, which can promote employee engagement and retention (Chatman, 1991).

Other theoretical perspectives on recruitment and selection include the signaling theory, which suggests that the recruitment and selection process can signal the organization's quality to potential

employees (Cable & Turban, 2001), and the attraction-selection-attrition theory, which suggests that organizations tend to attract, select, and retain individuals who are similar to existing employees (Ryan & Tippins, 2004).

In addition to theoretical perspectives, the recruitment and selection literature also provides insights into best practices. For example, research suggests that organizations should use a variety of recruitment methods to reach a diverse pool of candidates, engage in realistic job previews to provide accurate information about the job, and use structured interviews to ensure that candidates are evaluated consistently and fairly (Ryan & Tippins, 2004).

Overall, the theoretical literature on recruitment and selection emphasizes the importance of aligning individual abilities with job requirements, socializing employees into the organization's culture, and using effective recruitment and selection practices.

2.1.2.2 Training and Development

Training and development are essential components of human resource management (HRM) practices, and the theoretical literature on these topics provides valuable insights into best practices and the factors that influence effective training and development programs.

Training refers to the process of teaching employees' specific skills or knowledge to improve their job performance, while development refers to the process of enhancing employees' overall abilities and preparing them for future job responsibilities. One of the key theoretical perspectives on training and development is the social learning theory, which suggests that individuals can acquire new knowledge and behaviors by observing the actions of others and the consequences of those actions (Bandura, 1977).

Another important theoretical perspective is the training needs assessment process, which emphasizes the importance of identifying the specific training needs of employees and tailoring training programs accordingly. This process involves analyzing the skills and knowledge required for different job roles and identifying any gaps in employee competencies (Goldstein & Ford, 2002).

Other theoretical perspectives on training and development include the transfer of training theory, which suggests that the effectiveness of training programs depends on the extent to which employees are able to apply the newly acquired skills and knowledge to their job tasks (Baldwin & Ford, 1988), and the career development theory, which suggests that training and development programs can be used to support employees' career aspirations and promote employee retention (Hall & Mirvis, 1995).

In addition to theoretical perspectives, the training and development literature also provides insights into best practices. For example, research suggests that training programs should include opportunities for practice and feedback, use a variety of instructional methods, and be designed to promote transfer of training (Salas et al., 2012).

Overall, the theoretical literature on training and development emphasizes the importance of identifying specific training needs, using effective training methods, and promoting the transfer of newly acquired skills and knowledge to job tasks.

2.1.2.3 Performance appraisal

Performance appraisal is a process of evaluating and assessing employee job performance against predetermined goals and standards. It is a critical component of human resource management (HRM) practices, and the theoretical literature on performance appraisal provides valuable insights into best practices and the factors that influence effective appraisal processes.

One of the key theoretical perspectives on performance appraisal is the goal-setting theory, which suggests that setting specific and challenging goals can motivate employees to perform better and improve their job performance (Locke & Latham, 2002). This theory emphasizes the importance of setting clear and measurable performance standards and providing employees with regular feedback on their progress towards achieving those standards.

Another important theoretical perspective is the social exchange theory, which suggests that employees are more likely to accept and respond positively to performance appraisals when they perceive them to be fair and equitable (Cropanzano & Folger, 1996). This theory emphasizes the

importance of using objective and reliable performance measures and ensuring that employees have input into the appraisal process.

Other theoretical perspectives on performance appraisal include the attribution theory, which suggests that employees' performance is influenced by both internal and external factors, and the expectancy theory, which suggests that employees' motivation to perform well is influenced by their expectations about the outcomes of the appraisal process.

n addition to theoretical perspectives, the performance appraisal literature also provides insights into best practices. For example, research suggests that performance appraisals should be conducted regularly, use multiple sources of feedback, and focus on specific behaviors rather than personal traits (Pulakos et al., 2015).

Overall, the theoretical literature on performance appraisal emphasizes the importance of setting clear and measurable performance standards, providing regular feedback, ensuring fairness and objectivity, and using multiple sources of feedback.

2.1.2.4 Compensation and benefits

Compensation and benefits are critical components of human resource management (HRM) practices, and the theoretical literature on these topics provides valuable insights into best practices and the factors that influence effective compensation and benefits strategies.

Compensation refers to the total rewards that employees receive in exchange for their work, including salary, bonuses, and other forms of pay. The equity theory suggests that employees are more likely to be satisfied with their compensation when they perceive it to be fair and equitable compared to their peers (Adams, 1965). This theory emphasizes the importance of designing compensation programs that are transparent, consistent, and aligned with the organization's goals and values.

Benefits refer to the non-wage rewards that employees receive, such as health insurance, retirement plans, and paid time off. The total rewards theory suggests that employees are more likely to be motivated and committed to their jobs when they receive a comprehensive package of

rewards that meets their needs and preferences (Lawler, 1990). This theory emphasizes the importance of designing benefits programs that are aligned with the organization's culture and values and that support employee well-being.

Other theoretical perspectives on compensation and benefits include the motivation-hygiene theory, which suggests that certain aspects of compensation and benefits (such as salary and job security) are hygiene factors that must be met to prevent job dissatisfaction, while other aspects (such as recognition and opportunities for growth) are motivators that can enhance job satisfaction and motivation (Herzberg, Mausner, & Snyderman, 1959).

In addition to theoretical perspectives, the compensation and benefits literature also provides insights into best practices. For example, research suggests that compensation programs should be designed to attract and retain high-performing employees, use multiple forms of pay to reward different types of performance, and be regularly reviewed and updated to ensure they remain competitive (Milkovich & Newman, 2017).

Overall, the theoretical literature on compensation and benefits emphasizes the importance of designing compensation and benefits programs that are fair, equitable, and aligned with the organization's goals and values, and that provide a comprehensive package of rewards that support employee motivation and well-being.

2.1.2.5 Employee Relations

Employee relations refer to the practices and processes involved in managing the relationship between an organization and its employees. The theoretical literature on employee relations provides valuable insights into best practices and the factors that influence effective employee relations.

One of the key theoretical perspectives on employee relations is the social exchange theory, which suggests that employees are more likely to be committed to their jobs and to the organization when they feel that they are being treated fairly and receiving rewards that are commensurate with their contributions (Blau, 1964). This theory emphasizes the importance of ensuring that employees are

treated with respect, provided with opportunities for professional development, and recognized for their contributions.

Another important theoretical perspective is the psychological contract theory, which suggests that employees have certain expectations about the employment relationship and the obligations of both the employer and the employee (Rousseau, 1989). This theory emphasizes the importance of ensuring that the employer fulfills its obligations to employees, such as providing a safe and healthy work environment, fair compensation and benefits, and opportunities for career development.

Other theoretical perspectives on employee relations include the stakeholder theory, which suggests that organizations have a responsibility to consider the interests of all stakeholders, including employees, and the employment relationship theory, which emphasizes the importance of a positive employment relationship in promoting employee well-being and organizational performance (Guest, 1997).

In addition to theoretical perspectives, the employee relations literature also provides insights into best practices. For example, research suggests that effective employee relations practices should include regular communication between managers and employees, a fair and transparent grievance and dispute resolution process, and opportunities for employee participation in decision-making (Gennard & Judge, 2016).

Overall, the theoretical literature on employee relations emphasizes the importance of treating employees fairly and with respect, fulfilling obligations to employees, considering the interests of all stakeholders, promoting employee well-being, and implementing effective employee relations practices to support positive employment relationships.

2.1.2.6 Health and safety

Health and safety refer to the practices and processes involved in ensuring that the workplace is safe and healthy for employees. The theoretical literature on health and safety provides valuable insights into best practices and the factors that influence effective health and safety strategies.

One of the key theoretical perspectives on health and safety is the social ecological model, which suggests that health and safety outcomes are influenced by a range of factors at different levels, including individual behavior, social and cultural norms, community factors, and institutional policies and practices (Sallis, Owen, & Fisher, 2015). This theory emphasizes the importance of a comprehensive approach to health and safety that considers all of these factors.

Another important theoretical perspective is the risk management theory, which suggests that organizations should identify and assess potential risks to employee health and safety and develop strategies to mitigate those risks (Barling, Kelloway, & Iverson, 2003). This theory emphasizes the importance of implementing policies and practices that promote safe work practices, provide training on safety procedures, and ensure compliance with relevant regulations and standards.

Other theoretical perspectives on health and safety include the human factors theory, which emphasizes the importance of designing work environments and tasks that are compatible with human capabilities and limitations, and the job demands-resources theory, which suggests that job demands (such as workload and time pressure) and job resources (such as social support and autonomy) interact to affect employee health and well-being (Bakker & Demerouti, 2007).

In addition to theoretical perspectives, the health and safety literature also provides insights into best practices. For example, research suggests that effective health and safety practices should include regular risk assessments, employee involvement in identifying and addressing safety concerns, and a culture of safety that promotes open communication and continuous improvement (Hofmann & Stetzer, 2016).

Overall, the theoretical literature on health and safety emphasizes the importance of a comprehensive approach that considers individual behavior, social and cultural norms, community factors, and institutional policies and practices, as well as implementing effective health and safety practices to promote employee well-being and prevent workplace accidents and injuries.

2.1.2.7 HR information systems (HRIS)

HR information systems (HRIS) refer to the use of technology to manage HR processes, including employee records, payroll, and benefits administration. The theoretical literature on HRIS provides valuable insights into best practices and the factors that influence effective HRIS strategies.

One of the key theoretical perspectives on HRIS is the resource-based view, which suggests that HRIS can be a source of competitive advantage for organizations by enabling them to manage their workforce more effectively and efficiently (Barney, 1991). This theory emphasizes the importance of using HRIS to support HR strategies that are aligned with the organization's overall goals and objectives.

Another important theoretical perspective is the contingency theory, which suggests that the effectiveness of HRIS depends on the fit between the HRIS and the organization's internal and external environment (Woodward, 1965). This theory emphasizes the importance of designing HRIS that are flexible and adaptable to changing organizational needs.

Other theoretical perspectives on HRIS include the social exchange theory, which suggests that the use of HRIS can influence employee perceptions of the employment relationship and their level of commitment to the organization (Blau, 1964), and the technology acceptance model, which suggests that the adoption and use of HRIS is influenced by factors such as perceived usefulness and ease of use (Davis, 1989).

In addition to theoretical perspectives, the HRIS literature also provides insights into best practices. For example, research suggests that effective HRIS practices should include a user-friendly interface, accurate and up-to-date data, and the ability to generate useful reports and analytics (Kavanagh & Johnson, 2017).

Overall, the theoretical literature on HRIS emphasizes the importance of aligning HRIS with the organization's overall goals and objectives, designing HRIS that are flexible and adaptable, considering the impact of HRIS on employee perceptions of the employment relationship, and implementing effective HRIS practices to support HR functions and enhance organizational performance.

2.1.3 Challenges of Human Resource Management

Human resource management (HRM) faces many challenges in today's dynamic business environment, and the theoretical literature on these challenges provides valuable insights into best practices and the factors that influence effective HRM practices.

One of the key challenges facing HRM is managing a diverse workforce. The diversity management theory emphasizes the importance of creating an inclusive workplace culture that values and respects differences in employees' backgrounds, experiences, and perspectives (Cox & Blake, 1991). This theory suggests that organizations should develop policies and practices that promote diversity and provide training for managers and employees to increase awareness of diversity issues.

Another important challenge is managing employee engagement and retention. The social exchange theory suggests that employees are more likely to be engaged and committed to their jobs when they feel that they are being treated fairly and receiving rewards that are commensurate with their contributions (Blau, 1964). This theory emphasizes the importance of providing employees with opportunities for professional development, recognition, and meaningful work.

Other challenges facing HRM include managing the impact of technology on work and the workforce, adapting to changing labor laws and regulations, and managing the global workforce. The strategic HRM theory suggests that organizations should align their HRM practices with their overall business strategy to achieve a competitive advantage (Wright & McMahan, 2011). This theory emphasizes the importance of developing HRM policies and practices that support the organization's strategic goals and objectives.

In addition to theoretical perspectives, the HRM literature also provides insights into best practices for addressing these challenges. For example, research suggests that organizations should implement diversity training programs, provide career development opportunities, and use flexible work arrangements to support work-life balance (Kossek & Perrigino, 2016).

2.1.4 Theories Related to HRM

2.1.4.1 System theory

System theory is a theoretical framework that emphasizes the interdependence and interconnectedness of various components within a system. This theory suggests that a system is made up of interrelated components that work together to achieve a common goal. In the context of human resource management (HRM) practices, system theory can be applied to the objectives of HRM practices and the challenges faced by organizations.

The objectives of HRM practices may include developing a motivated and engaged workforce, improving employee performance, and creating a supportive organizational culture. System theory suggests that these objectives can be achieved by designing HRM practices that align with the overall goals and values of the organization and that take into account the interdependence of various components within the organization (Katz & Kahn, 1978).

Challenges to achieving these objectives, such as a lack of coordination between different departments or a lack of alignment between HRM practices and organizational goals, can also be understood through a system theory lens. These challenges may be the result of a lack of communication and coordination between different components within the organization. To address these challenges, HRM practices can be designed to promote communication and collaboration between different departments and to align HRM practices with organizational goals (Beer, Spector, Lawrence, Mills, & Walton, 1985).

Overall, the theoretical literature on system theory emphasizes the importance of understanding the interdependence and interconnectedness of various components within an organization in order to achieve organizational goals and overcome challenges.

2.1.4.2 Social learning theory

Social learning theory is a theoretical framework that emphasizes the importance of learning through observation and social interaction. This theory suggests that individuals can acquire new knowledge and behaviors by observing the actions of others and the consequences of those actions.

In the context of human resource management (HRM) practices, social learning theory can be applied to the objectives of HRM practices and the challenges faced by organizations. The objectives of HRM practices may include developing a motivated and engaged workforce,

improving employee performance, and creating a supportive organizational culture. Social learning theory suggests that the recruitment and selection process can be used to socialize employees into the organization's culture and values, which can promote employee engagement and retention (Chatman, 1991).

Challenges to achieving these objectives, such as a lack of employee engagement and a negative organizational culture, can also be understood through a social learning theory lens. These challenges may be the result of negative social interactions between employees or a lack of positive role models for employees to learn from. To address these challenges, HRM practices can be designed to promote positive social interactions and provide opportunities for employees to learn from each other (Bandura, 1977).

Overall, the theoretical literature on social learning theory emphasizes the importance of social interactions and observation in promoting learning and improving performance in organizations.

Both system theory and social learning theory can be relevant to understanding human resource management practices and challenges in the Ethiopian Ministry of Trade and Regional Integration.

System theory emphasizes the interdependence of various components within a system and how they interact with each other to achieve a common goal. In the context of HRM, system theory can be used to analyze the relationships between different HRM practices and how they affect the overall performance of the organization. For example, the recruitment and selection process can be viewed as a subsystem that interacts with other HRM practices such as training and development, employee engagement, and performance appraisal.

Social learning theory, on the other hand, emphasizes the role of social interactions and learning in shaping human behavior. In the context of HRM, social learning theory can be used to understand how employees learn and adopt new behaviors and skills through observation, feedback, and reinforcement. For example, the effectiveness of training and development programs can be assessed by examining the extent to which they facilitate social learning and promote the adoption of new behaviors and skills.

Therefore, both system theory and social learning theory can be compatible and useful in studying the HRM practices and challenges in the Ethiopian Ministry of Trade and Regional Integration, depending on the specific research questions and objectives.

2.2 Review of Empirical Literature

Numerous studies have been carried out globally to demonstrate the correlation between human resource enhancement practices and obstacles. Within this subject, the investigators have selected only a handful of studies that illustrate the disparity and correlation between HR development practices and challenges specifically in the Ministry of Trade and Regional Integration. In this empirical study I choose recruitment and selection, training and development, performance appraisal and challenges of HRM to be empirically reviewed.

2.2.1 Recruitment and selection process of human resource management

The recruitment and selection process is an essential component of human resource management practices, and the empirical literature on these topics provides valuable insights into best practices and the factors that influence effective recruitment and selection strategies.

One of the key empirical findings is that the recruitment and selection process has a significant impact on organizational outcomes, such as employee performance and retention (Gueutal & Stone, 2005). Effective recruitment and selection can enhance employee engagement, job satisfaction, and organizational commitment, while ineffective practices can lead to high turnover rates and low productivity.

Another important empirical finding is that the use of multiple recruitment channels can increase the likelihood of attracting a diverse pool of candidates (Dobbin & Kalev, 2016). Research suggests that organizations that use a variety of recruitment sources, such as job boards, social media, and employee referrals, are more likely to attract candidates from different backgrounds and with different skills and experiences.

Other empirical findings related to recruitment and selection include the importance of assessing job-related competencies and using structured interviews to evaluate candidates (McDaniel, Whetzel, Schmidt, & Maurer, 1994). Research suggests that using standardized methods to evaluate

candidates can increase the validity and reliability of the selection process and improve the accuracy of hiring decisions.

In addition to empirical findings, the recruitment and selection literature also provides insights into best practices. For example, research suggests that effective recruitment and selection practices should include clear job descriptions, effective communication with candidates, and the use of objective and job-related selection criteria (Cascio, 2018).

Overall, the empirical literature on recruitment and selection emphasizes the importance of designing recruitment and selection processes that are effective, fair, and aligned with the organization's goals and values, and that support organizational outcomes such as employee engagement and retention.

Certainly! Recruitment and selection are two fundamental processes in human resource management that involve finding and hiring the right candidates for open positions within an organization. The recruitment process involves attracting potential candidates and encouraging them to apply for open positions, while the selection process involves evaluating and choosing the most suitable candidate(s) for the position(s).

As mentioned in the previous paragraph, the empirical literature on recruitment and selection has identified several factors that can influence the effectiveness of these processes. For example, research has shown that using a variety of recruitment channels can increase the likelihood of attracting a diverse pool of candidates (Dobbin & Kalev, 2016), and that using structured interviews can improve the accuracy of hiring decisions (McDaniel et al., 1994).

In addition, the literature has also highlighted the importance of aligning recruitment and selection strategies with the organization's goals and values. For example, an organization that values diversity and inclusion should ensure that its recruitment and selection processes are designed to attract and evaluate candidates from diverse backgrounds (Dobbin & Kalev, 2016).

Effective recruitment and selection practices can have a significant impact on organizational outcomes such as employee engagement, job satisfaction, and retention. By attracting and selecting the right candidates for open positions, organizations can enhance their productivity and profitability, while also promoting a positive work environment that supports employee well-being and career development.

Overall, the empirical literature on recruitment and selection provides valuable insights into best practices and the factors that influence effective recruitment and selection strategies. By

incorporating these insights into their HR practices, organizations can enhance their ability to find and hire the right candidates for open positions, and ultimately achieve their overall business goals and objectives.

2.2.2 Training and development process of human resource management

Training and development are critical aspects of human resource management, and the empirical literature on these topics provides valuable insights into best practices and the factors that influence effective training and development strategies.

One of the key empirical findings is that training and development can have a significant impact on employee performance and organizational outcomes (Noe, 2017). Effective training and development can enhance employee skills and knowledge, improve job performance, and increase employee engagement and retention.

Another important empirical finding is that the design and delivery of training and development programs can influence their effectiveness (Tannenbaum & Yukl, 1992). Research suggests that effective training and development programs should be based on a thorough needs assessment, use a variety of instructional methods, and provide opportunities for practice and feedback.

Other empirical findings related to training and development include the importance of aligning training and development programs with the organization's goals and values and the need to provide ongoing support and reinforcement to ensure sustained learning (Arthur, Bennett, Edens, & Bell, 2003).

In addition to empirical findings, the training and development literature also provides insights into best practices. For example, research suggests that effective training and development practices should include clear learning objectives, relevant and engaging content, and opportunities for application and transfer of learning to the job (Noe, 2017).

Overall, the empirical literature on training and development emphasizes the importance of designing training and development programs that are effective, aligned with the organization's goals and values, and that support employee learning and development.

Training and development are two essential processes in human resource management that aim to enhance employee knowledge, skills, and abilities. The empirical literature on training and development has identified several factors that can influence the effectiveness of these processes and help organizations achieve their goals.

As previously mentioned, research has shown that effective training and development programs can enhance employee performance and increase organizational outcomes such as productivity, profitability, and employee retention (Noe, 2017). These programs can also support employee well-being and career development, which can lead to higher levels of employee engagement and job satisfaction.

The literature has also highlighted the importance of aligning training and development programs with the organization's goals and values. For example, an organization that values innovation and creativity should ensure that its training and development programs are designed to enhance employees' creativity and problem-solving skills (Arthur et al., 2003).

Effective training and development practices should be based on a thorough needs assessment and use a variety of instructional methods to ensure that employees receive the knowledge and skills they need to perform their jobs effectively (Tannenbaum & Yukl, 1992). Providing opportunities for practice and feedback can also help employees transfer their learning to the job and apply it effectively.

Finally, ongoing support and reinforcement are critical to ensuring sustained learning and the transfer of training to the job (Arthur et al., 2003). Organizations should provide employees with

opportunities to apply their learning on the job and receive feedback and support as needed to ensure continued growth and development.

Overall, the empirical literature on training and development provides valuable insights into best practices and the factors that influence effective training and development strategies. By incorporating these insights into their HR practices, organizations can enhance their ability to support employee learning and development and achieve their overall business goals and objectives.

2.2.3 Performance appraisal process of human resource management

The performance appraisal process is a critical component of human resource management that involves evaluating employee performance and providing feedback to support employee development and improve organizational outcomes. The empirical literature on performance appraisal provides valuable insights into best practices and the factors that influence effective performance appraisal strategies.

One of the key empirical findings is that performance appraisal can have a significant impact on employee motivation and job satisfaction (DeNisi & Pritchard, 2006). Effective performance appraisal can enhance employee engagement and retention, while ineffective practices can lead to high turnover rates and low productivity.

Another important empirical finding is that the design and implementation of performance appraisal systems can influence their effectiveness (Grote, 2002). Research suggests that effective performance appraisal systems should be based on clear and objective performance criteria, use multiple sources of performance information, and provide opportunities for feedback and goal setting.

Other empirical findings related to performance appraisal include the importance of training managers and employees on the performance appraisal process and the need for ongoing monitoring and evaluation of the system's effectiveness (DeNisi & Pritchard, 2006).

In addition to empirical findings, the performance appraisal literature also provides insights into best practices. For example, research suggests that effective performance appraisal practices should include clear performance standards, frequent feedback, and opportunities for employee input and participation (Murphy & Cleveland, 1991).

The empirical literature on performance appraisal emphasizes the importance of designing and implementing performance appraisal systems that are effective, fair, and aligned with the organization's goals and values, and that support employee development and organizational outcomes.

The performance appraisal process is a critical aspect of human resource management that involves evaluating employee performance, providing feedback, and identifying opportunities for employee development. The empirical literature on performance appraisal provides valuable insights into best practices and the factors that influence effective performance appraisal strategies.

As previously mentioned, research has shown that effective performance appraisal can enhance employee motivation, engagement, and retention, while also improving organizational outcomes such as productivity and profitability (DeNisi & Pritchard, 2006). Ineffective performance appraisal practices can lead to low morale, high turnover rates, and decreased productivity.

The literature has also highlighted the importance of designing and implementing performance appraisal systems that are effective and aligned with the organization's goals and values. For example, an organization that values innovation and creativity should ensure that its performance appraisal system is designed to support and recognize these qualities in employees.

Research suggests that effective performance appraisal systems should be based on clear and objective performance criteria, use multiple sources of performance information, and provide

opportunities for feedback and goal setting (Grote, 2002). The use of multiple sources of performance information, such as feedback from managers, peers, and customers, can enhance the accuracy and reliability of performance evaluations and reduce the impact of biases.

In addition, the performance appraisal literature emphasizes the importance of training managers and employees on the performance appraisal process and providing ongoing monitoring and evaluation of the system's effectiveness (DeNisi & Pritchard, 2006). Training can help ensure that managers and employees have the skills and knowledge needed to effectively evaluate performance and provide feedback, while monitoring and evaluation can help identify areas for improvement and ensure that the system remains effective and aligned with the organization's goals and values.

Overall, the empirical literature on performance appraisal provides valuable insights into best practices and the factors that influence effective performance appraisal strategies. By incorporating these insights into their HR practices, organizations can enhance their ability to evaluate employee performance, provide feedback, and support employee development, ultimately leading to improved organizational outcomes.

2.2.4 Challenges of Human Resource Management

Human resource management faces several challenges in today's dynamic and complex business environment. The empirical literature on human resource management has identified several challenges that organizations face in managing their workforce effectively.

One of the key challenges is managing a diverse workforce. Research has shown that diversity can lead to a range of benefits, including increased creativity and innovation, improved decision-making, and enhanced problem-solving abilities (Cox, 1994). However, managing a diverse workforce can also be challenging, as it requires understanding and accommodating different perspectives, values, and cultural norms.

Another important challenge is managing employee engagement and retention. Research suggests that engaged employees are more productive and less likely to leave their jobs, while disengaged employees can have a negative impact on organizational outcomes (Saks, 2006). However, managing employee engagement and retention requires understanding the factors that influence

employee motivation and job satisfaction, such as work-life balance, career development opportunities, and organizational culture.

Other challenges related to human resource management include managing employee performance, ensuring compliance with legal and regulatory requirements, and managing workforce planning and development (Jackson, Schuler, & Jiang, 2014). These challenges require effective communication, collaboration, and strategic planning to ensure that the organization's workforce is aligned with its goals and objectives.

In addition to empirical findings, the human resource management literature also provides insights into best practices for overcoming these challenges. For example, research suggests that effective diversity management practices should include training, communication, and diversity metrics to ensure that the organization is effectively managing and leveraging its diverse workforce (Cox, 1994). Similarly, effective employee engagement and retention practices should include providing opportunities for employee development, recognition, and feedback to ensure that employees feel valued and supported (Saks, 2006).

The empirical literature on human resource management provides valuable insights into the challenges that organizations face in managing their workforce effectively and the best practices for overcoming these challenges. By incorporating these insights into their HR practices, organizations can enhance their ability to attract, retain, and develop a talented and engaged workforce, ultimately leading to improved organizational outcomes.

Human resource management faces several challenges in today's dynamic and complex business environment, and the empirical literature on human resource management provides valuable insights into these challenges and the best practices for overcoming them.

As previously mentioned, managing a diverse workforce is a key challenge that organizations face. Research has shown that diversity can lead to a range of benefits, such as increased creativity and innovation, but it can also be challenging to manage. Effective diversity management practices

should include training, communication, and diversity metrics to ensure that the organization is effectively managing and leveraging its diverse workforce (Cox, 1994).

Another important challenge is managing employee engagement and retention. Engaged employees are more productive and less likely to leave their jobs, while disengaged employees can have a negative impact on organizational outcomes. Effective employee engagement and retention practices should include providing opportunities for employee development, recognition, and feedback to ensure that employees feel valued and supported (Saks, 2006).

Other challenges related to human resource management include managing employee performance, ensuring compliance with legal and regulatory requirements, and managing workforce planning and development (Jackson et al., 2014). Effective management of these challenges requires effective communication, collaboration, and strategic planning to ensure that the organization's workforce is aligned with its goals and objectives.

The human resource management literature also provides insights into best practices for overcoming these challenges. For example, effective performance management practices should include clear performance criteria, frequent feedback, and opportunities for goal setting and development (Murphy & Cleveland, 1991). Similarly, effective workforce planning practices should include understanding the organization's future needs and developing strategies to acquire, develop, and retain the necessary talent (Jackson et al., 2014).

Overall, the empirical literature on human resource management provides valuable insights into the challenges that organizations face in managing their workforce effectively and the best practices for overcoming these challenges. By incorporating these insights into their HR practices, organizations can enhance their ability to attract, retain, and develop a talented and engaged workforce, ultimately leading to improved organizational outcomes.

2.3 Conceptual framework of the study

In this section, the researcher develops the conceptual framework based on the literature review of the study that indicates the relationship between human resource development practices and challenges.

Source: own survey (2023)
Fig 2.1 conceptual framework of the study
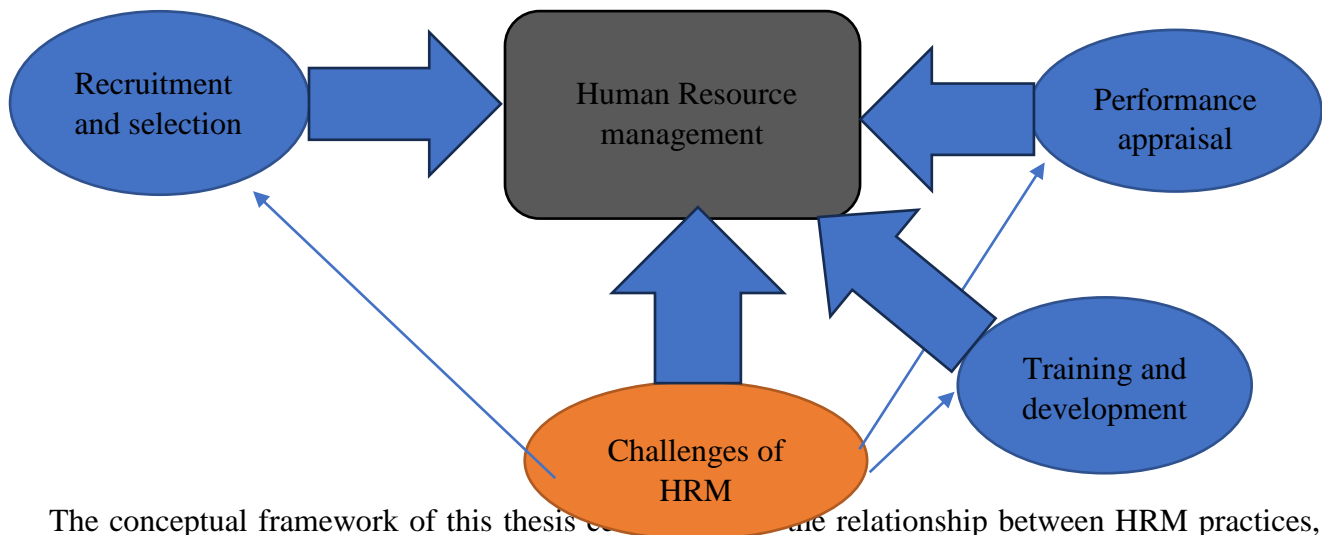
The conceptual framework of this thesis [...] the relationship between HRM practices, challenges, and their impact on Human Resource Management (HRM). Three key HRM practices are identified: recruitment and selection, performance appraisal, and training and development. Recruitment and selection involve attracting and choosing suitable candidates, performance appraisal entails evaluating job performance, and training and development focus on enhancing employee knowledge and skills.

The framework acknowledges the presence of challenges in HRM, such as managing a diverse workforce, employee engagement and retention, compliance with legal requirements, and workforce planning and development. These challenges significantly influence HRM. For instance, managing a diverse workforce necessitates the development of inclusive strategies, diversity training, and effective communication. Challenges related to employee engagement and retention require the implementation of practices that faster motivation, job satisfaction, and a positive work environment.

Additionally, the framework proposes that the challenges of HRM can impact the effectiveness and implementation of HRM practices. For example, compliance challenges shape the design and execution of recruitment and selection processes, while workforce planning and development challenges influence the identification of training needs and resource allocation for employee development initiatives. By understanding and addressing these challenges, organizations can enhance the effectiveness of HRM practices and ultimately improve their overall HRM outcomes.

Chapter Three: Research Methodology and Methods

This chapter focuses on the research design, the source of data, sampling and sampling techniques, data collection methods and data analysis procedures that the researcher applied to conduct this research.

3.1 Research Approach

Mixed method research approach is a research strategy that combines both quantitative and qualitative methods in data collection, analysis and interpretation to provide a more comprehensive understanding of the research topic. It involves using multiple methods to answer research questions, with the aim of overcoming the limitations associated with using a single method.

To explore the Human Resource Management practices and challenges within the Ethiopian Ministry of Trade and Regional Integration, a mixed method research approach could involve

conducting surveys or questionnaires to gather quantitative data on the current HR practices. The survey can be designed to collect information such as training and development opportunities available for employees, performance management strategies, recruitment and retention frameworks, and any areas of concern.

Also, the researcher could conduct some in-depth interviews or focus groups to get qualitative data from the human resource managers or staff in the ministry. These qualitative methods will explore the complexities around HRD within the ministry of trade and regional integration, examining how HRD is viewed by different stakeholders, potential barriers, perceived strengths and weaknesses of HRD policies and frameworks, and future perspectives.

3.2 Research design

The aim of this study is to evaluate and examine how HRM Practices and challenges in the Ministry of Trade and regional integration. To carry out this research The research design is a Descriptive research design with concurrent triangulation. The thesis needs more descriptive explanation in the practices and challenges including both quantitative and qualitative methods. The study begins with a survey of Ministry employees to collect quantitative data on their perceptions of HRM practices and challenges. This is followed by in-depth interviews with a smaller sample of employees to collect qualitative data on their experiences with HRM practices and challenges.

3.3 Data sources and Types

The research employed a mix of primary and secondary data. Primary data was gathered via the distribution of questionnaires to ministry personnel, as well as conducting interviews with management officials. The secondary data was gathered through Official reports and literature reviews on human resource development practices within the Ethiopian Ministry of Trade and Regional Integration. Surveys and interviews with human resource managers, employees, and stakeholders within the Ethiopian Ministry of Trade and Regional Integration.

The data types that can be used in studying human resource management practices and challenges in the Ethiopian Ministry of Trade and Regional Integration can include both quantitative and qualitative data.

Quantitative data can be gathered using structured surveys, questionnaires, and other standardized measures to collect data on employee performance, satisfaction, and other relevant factors. This data can be analyzed using statistical techniques to identify patterns and relationships between variables.

3.4 Sampling Techniques and sample size determination

The Ministry has a workforce of 694 individuals. The sample size represents the number of participants chosen from this population to represent the study, which was obtained by selecting an appropriate number of respondents from those employed within the Ministry of Trade and regional integration.

This paragraph describes a research study that used proportionate two- stage sampling this includes stratified sampling to select a sample size of approximately 216 employees from a given population. The researcher ensured a 5% error tolerance and a 95% confidence level. Simple random sampling was also used to select individuals from each sector until the required sample size was reached. This method was believed to be well representative of the intended research work.

Therefore, the researcher selected sample sizes that can portray the entire population. The investigation determined the sample size by employing Yamane's (1967:886) Statistical Formula.

n= N\(1+N (e2))

Where n = sample size N = population of the study

Strata	Total # of employees	Sample Size 31%	% Sample proportion
High level sectors	13	4	2%

Semi-high sectors	69	22	10%
Medium level sectors	285	88	41%
Low level sectors	327	102	47%
Total	**694**	**216**	**100%**

Source: own survey (2023)

Table 3.1 Sample Size Determination

3.5 Tools of Data collection

The tools that will be used for this research are questionaries and interviews.

3.5.1 Questionaries

Questionnaires are useful for collecting both quantitative and qualitative data. They allow for the organization of questions and receipt of responses without direct communication with participants. Questionnaires have several benefits, including a structured format, simplicity and convenience for respondents, and cost-effectiveness when administering to a large number of individuals across a broad area. The primary data collection tool used in the Ministry of Trade and regional integration was a questionnaire.

3.5.2 Interviews

Interviews are better suited for questions that need to be explored in order to obtain enough information. They are especially valuable when qualitative data is needed. In order to enhance the data gathered through questionnaires, the researcher conducted interviews with the human resource manager, strategic management manager and change management manager of the ministry, as they have direct contact with employees and are aware of each person's performance, as well as obstacles that prevent them from utilizing their potential effectively. The researcher conducted face-to-face and telephone interviews with those managers in the ministry. The researcher select 3

or 4 employees from each sector to be interviewed because if we interview all of them there will be a data saturation so the collected information will be same with others.

3.5.3 Document analysis

Document analysis is a research method that involves the systematic examination of documents to extract useful information and insights. In the case of human resource management practices and challenges in Ethiopian Ministry of Trade and Regional Integration, document analysis can be used to gather and analyze relevant documents such as policies, guidelines, reports, and other written materials related to HRM practices and challenges in the Ministry.

Overall, document analysis can provide valuable insights into HRM practices and challenges in Ethiopian Ministry of Trade and Regional Integration, which can inform the development of effective HRM strategies and policies in the public sector. It is important to note, however, that document analysis has limitations, such as the potential for bias in the selection and interpretation of documents, and should be used in conjunction with other research methods for a more comprehensive understanding of the research problem.

3.6 Methods of Data Analysis and Interpretation

The information collected from the people who participated in the study was examined using SPSS version 20, which is a statistical software. The answers to the survey were provided by the employees and studied through descriptive statistics. To help comprehend the study results, the data was analyzed and presented using tools such as tables, graphs and charts, and other numerical methods, including percentiles. Additionally, the qualitative findings collected from the interviews will be evaluated by thematic analysis thoroughly to understand the connection between the various HR practices and employee performance

3.7 Reliability and Validity Test

Reliability Test

The appropriate tool for measuring the reliability and validity of the data in a study on human resource management practices and challenges in Ethiopian Ministry of Trade and Regional

Integration depends on the specific research question, data collection method, and analysis technique used in the study. In this study I will use a Cronbach's alpha test will be done.

Cronbach's alpha is a statistical test used to measure the internal consistency reliability of a survey or instrument that is used to measure a construct or variable in a study. In the context of a study on human resource management practices and challenges in Ethiopian Ministry of Trade and Regional Integration, Cronbach's alpha can be used to assess the reliability and validity of the data collected through a survey or questionnaire that measures key constructs related to HRM practices and challenges. Cronbach's values range from 0 to 1. However, values at or above 0.7 are desirable. Based on this assumption the data was considered acceptable with an overall reliability coefficient of 0.94. The findings are presented in the table below.

Item's	Cronbach's Alpha	No of Items
Recruitment and selection	0.93	8
Performance Appraisal	0.81	8
Training and development	0.90	7
Challenges of HRM	0.85	8
Overall Cronbach's Alpha	0.88	33

Source: own survey (2023)
Table 3.2 Reliability test result

Validity Test

Validity tests are methods used in research to ensure that the data collected is accurate, reliable, and relevant to the research question. In the context of a study on human resource management practices and challenges in the Ethiopian Ministry of Trade and Regional Integration, validity tests can be used to ensure that the research instruments, such as surveys or questionnaires, accurately measure the intended constructs or concepts related to HRM practices and challenges.

To ensure the validity and reliability of the research tools, a preliminary test will be carried out before distributing the questionnaires to the participants. This test, also known as a pilot test, will evaluate the effectiveness of the questionnaire's wording, structure, and sequence. The pilot test has been made in other ministries it carried out effectively.

3.8 Ethical Consideration of the study

The researcher told the group of people being studied that they could choose to leave the research project whenever they wanted, and they wouldn't face any negative consequences. It was also made clear to them that their decision to participate or not wouldn't be harmful to them in any way. Participation in the study was completely voluntary.

The participants were told what the research was for, and were promised that their answers would be kept confidential. They filled out the questionnaires anonymously and their responses were kept private.

Chapter Four: Data analysis interpretation and discussion

The data analysis and interpretation chapter in this research study examines HRM practices and challenges within the Ministry of Trade and Regional Integration using a mixed method approach. Quantitative data is collected through a survey, while qualitative data is gathered through in-depth interviews. By triangulating these data sources, patterns and insights are identified to enhance understanding of HRM within the Ministry.

4.1 Demographic Characteristics

Table 4.1 Demographic Characteristics

Variables	Demographic variables	Frequency	Frequency percentage	Valid percentage	Cumulative Percentage
Gender of the respondents	Female	140	66.7	66.7	66.7
	Male	70	33.3	33.3	100.0
	Total	**210**	**100.0**	**100.0**	
Age of the respondents	18-30	59	28.1	28.1	28.1
	31-40	96	45.7	45.7	73.8
	41-50	37	17.6	17.6	91.4
	51-60	18	8.6	8.6	100.0
	Total	**210**	**100**	**100**	
Marital status	Single	76	36.2	36.2	36.2
	Married	119	56.7	56.7	92.9
	Divorced	14	6.7	6.7	99.5
	Total	**210**	**100.0**	**100.0**	**210**
Level of education	Primary	0	0	0	0
	Secondary	4	1.9	1.9	1.9
	Diploma	2	1.0	1.0	2.9
	Degree	148	70.5	70.5	73.3
	Above degree	56	26.7	26.7	100.0
	Total	210	100.0	100.0	
Experience	0-5	21	10.0	10.0	10.0
	6-10	82	39.0	39.0	49.0
	11-15	47	22.4	22.4	71.4
	16-20	49	23.3	23.3	94.8
	Above 21	11	5.2	5.2	100.0
	Total	210	100.0	100.0	

Source- own survey (2023)

4.1.1 Gender of the Respondents

The table provides insights into the gender distribution of the respondents. Out of the total respondents, 140 (66.7%) identified as female, indicating that a majority of the participants were women. The remaining 70 (33.3%) respondents identified as male, representing the male portion of the sample. This gender breakdown allows for a better understanding of the representation and perspectives of both genders within the surveyed population.

4.1.2 Age of the Respondents

This table presents the age demographics of the respondents, offering valuable information about the age distribution within the sample. Among the respondents, 59 (28.1%) fell within the age range of 18-30, reflecting a relatively younger segment of the population. The majority of respondents, 96 (45.7%), were aged between 31-40, suggesting a significant representation from the middle-aged group. Additionally, 37 (17.6%) respondents were in the age range of 41-50, while 18 (8.6%) respondents were aged between 51-60, indicating a smaller but notable presence of older participants.

4.1.3 Marital Status

The table displays the marital status of the respondents, providing insights into the relationship statuses within the surveyed population. Out of the total respondents, 76 (36.2%) were single, indicating a substantial portion of unmarried participants. The majority, 119 (56.7%), were married, suggesting a significant number of individuals in committed relationships. Additionally, 14 (6.7%) respondents identified as divorced, representing a smaller but notable group of participants who had experienced a previous marriage dissolution.

4.1.4 Level of Education

This table provides information about the educational background of the respondents, offering a glimpse into the participants' educational attainment. None of the respondents had a primary level of education. A small percentage, 4 (1.9%), had a secondary level of education, indicating a limited number of participants with basic educational qualifications. Furthermore, 2 (1.0%) respondents held a diploma, representing a small group of individuals with specialized vocational or technical training. The majority, 148 (70.5%), had a degree, reflecting a significant proportion of participants with undergraduate qualifications. Additionally, 56 (26.7%) respondents possessed an educational qualification higher than a degree, indicating a notable presence of individuals with advanced degrees or postgraduate education.

4.1.5 Experience

The table focuses on the work experience of the respondents, shedding light on the professional backgrounds within the surveyed sample. Among the respondents, 21 (10.0%) had an experience level between 0 and 5 years, indicating a relatively small number of individuals who were early in their careers. The majority, 82 (39.0%), had an experience level between 6 and 10 years, representing a substantial proportion of participants with mid-level experience. Additionally, 47 (22.4%) respondents had an experience level between 11 and 15 years, suggesting a notable presence of individuals with more extensive professional experience. This breakdown allows for a better understanding of the diversity and range of expertise within the surveyed population.

4.2 Recruitment and Selection Practice of Ministry of Trade and Regional Integration

Table 4.2 descriptive statics on recruitment and selection

Item	N	Mean	Std. Deviation
The job analysis process is thorough and accurately identifies the job requirements and qualifications.	210	3.67	0.68
The assessment methods used during the selection process effectively evaluate candidates' skills and competencies.	210	3.57	0.69
The recruitment and selection process is efficient and completed within a reasonable timeframe.	210	3.36	0.72
The selection process effectively assesses the required skills and qualifications for the positions.	210	3.52	0.68
The recruitment process ensures a diverse pool of applicants.	210	3.55	0.58
The recruitment and selection processes ensure a transparent employee hiring	210	3.68	0.53
The organization recruitment and selection process ensure merit-based employment	210	3.56	0.67
The recruitment and selection endorse non-discriminatory employee hiring process	210	3.43	0.61

Overall Mean/St. deviation	**210**	**3.54**	**0.7**

Table 4.2 provides descriptive statistics on various aspects of the recruitment and selection process. Each row in the table represents a specific item or aspect that was evaluated. The "N" column indicates the number of respondents or participants who provided ratings or feedback for each item. The "M" column represents the mean or average rating given by the respondents, reflecting their perception of each item. The "Std. Deviation" column shows the standard deviation, which measures the variability or dispersion of the ratings given by the respondents for each item. A higher standard deviation suggests greater variability in the ratings. The table evaluates several aspects of the recruitment and selection process, including the thoroughness of job analysis, effectiveness of assessment methods, efficiency of the process, diversity of applicant pool, transparency, merit-based employment, and non-discriminatory hiring. The overall mean and standard deviation provide a summary of the ratings across all items in the table.

The data from the questionnaires and interviews provide additional insights into the recruitment and selection process within the Ethiopian Ministry of Trade and Regional Integration. From the questionnaire data, it is evident that a significant percentage of respondents (10%) strongly agreed and a majority (54.5%) agreed that the recruitment and selection process is effective. This indicates a level of satisfaction among some employees with the existing criteria and methods used. However, it is important to note that a notable proportion of respondents (17.4%) disagreed and a small percentage (2.5%) strongly disagreed, indicating dissatisfaction and concerns with the process.

The mean score of 3.54 for the recruitment and selection variable suggests a moderate level of agreement among respondents. The standard deviation of 0.7 indicates that responses were relatively dispersed, reflecting a diversity of opinions and experiences among employees regarding the effectiveness of the process.

In contrast, the interviews with HR, Strategic Planning, and Change Management directorates revealed that clear recruitment and selection criteria are in place for vacant positions. These criteria include educational qualifications, skills, knowledge, experience, and position-specific duties and responsibilities. However, the analysis of the interviews highlighted a significant disconnect between the management's perception and the employees' perception of the effectiveness of the process.

Employees expressed dissatisfaction with the criteria set by the ministry, suggesting that their expectations and experiences do not align with the perceived effectiveness of the process. This discrepancy indicates potential gaps or shortcomings in the implementation or communication of the recruitment and selection criteria. It may also indicate a need for clearer communication and involvement of employees in the development and evaluation of these criteria.

The triangulation of data from both the questionnaires and interviews provides a more comprehensive understanding of the recruitment and selection process within the ministry. It indicates that while there is a general perception of the process's existence and some level of agreement on its effectiveness, there are concerns and discrepancies that need to be addressed. These findings suggest the importance of further investigation and potential improvements to ensure a more transparent, fair, and aligned recruitment and selection process that meets the expectations and needs of both employees and management within the Ethiopian Ministry of Trade and Regional Integration.

To triangulate this data with the findings from the interviews, we discovered a disconnect between the management's perception and the employees' perception of the effectiveness of the recruitment and selection process. While the questionnaires indicated a moderate level of agreement overall, the interviews provided more nuanced insights. Employees expressed dissatisfaction with the criteria set by the ministry, suggesting a misalignment between their expectations and experiences.

The interviews shed light on potential underlying issues contributing to this misalignment. They revealed concerns related to the clarity and transparency of the criteria, potential biases in the selection process, and insufficient involvement of employees in decision-making. These

qualitative insights highlight the importance of considering employees' perspectives and addressing their concerns to improve the recruitment and selection process.

This triangulation suggests that efforts should be made to enhance transparency, clarity, and employee involvement in the recruitment and selection process. It also emphasizes the need for effective communication and alignment between management and employees' expectations. By incorporating the perspectives from both sources, researchers can gain a more comprehensive understanding of the complexities and nuances surrounding the recruitment and selection process, enabling more informed decision-making and potential improvements.

From the data obtained through the questionnaires and interviews, it is clear that there is a divergence of perceptions regarding the effectiveness of the recruitment and selection process within the Ethiopian Ministry of Trade and Regional Integration. While a majority of respondents expressed agreement with the process, a significant proportion also voiced dissatisfaction and concerns. This indicates the presence of underlying issues that need to be addressed to improve the overall effectiveness of the process.

The triangulation of data from the questionnaires and interviews provides a more comprehensive understanding of the situation. The questionnaire data offers a quantitative overview of the overall sentiments and trends among respondents, while the interviews provide qualitative insights into the underlying factors contributing to the discrepancies in perceptions.

The interviews revealed a disconnect between the management's perspective and the experiences of employees. Employees expressed dissatisfaction with the criteria set by the ministry, suggesting a misalignment between expectations and the actual implementation of the process. Concerns were raised regarding the clarity, transparency, and potential biases in the selection process, as well as the lack of employee involvement in decision-making.

As a researcher, it is evident that the recruitment and selection process requires further investigation and improvements. Enhancing transparency, clarity, and employee involvement should be key areas of focus. Clear communication of the criteria, addressing potential biases, and providing opportunities for employee input can contribute to a more transparent and fair process. Additionally, efforts should be made to bridge the gap between management and employees' perceptions, ensuring that the process meets the expectations and needs of both parties.

In conclusion, based on the triangulated data, it is clear that there are concerns and discrepancies in the recruitment and selection process within the Ethiopian Ministry of Trade and Regional Integration. These findings highlight the importance of addressing the underlying issues identified through the research, with a focus on transparency, clarity, employee involvement, and aligning expectations. Taking these steps will contribute to a more effective and equitable recruitment and selection process that supports the ministry's goals and ensures the satisfaction of its employees.

The data from questionnaires and interviews regarding the recruitment and selection process within the Ethiopian Ministry of Trade and Regional Integration reveals a divergence of perceptions among employees. While a majority of respondents agreed or strongly agreed that the process is effective, a significant proportion expressed dissatisfaction and concerns. The mean score of 3.54 suggests a moderate level of agreement, but the standard deviation of 0.7 indicates diverse opinions and experiences.

The interviews highlighted a disconnect between management and employees. Employees expressed dissatisfaction with the criteria set by the ministry, suggesting a misalignment between expectations and the actual implementation of the process. Concerns included the lack of clarity, transparency, and potential biases in the selection process, as well as insufficient employee involvement in decision-making.

Triangulating the data shows the importance of enhancing transparency, clarity, and employee involvement in the recruitment and selection process. Clear communication of criteria, addressing biases, and providing opportunities for employee input are necessary for a more transparent and fair process. Bridging the gap between management and employees' perceptions is also crucial to ensure the process meets expectations and needs.

In conclusion, the findings indicate the need for further investigation and improvements in the recruitment and selection process within the ministry. By addressing the identified issues, such as transparency, clarity, and employee involvement, the process can become more effective, equitable, and aligned with the expectations of both employees and management.

The findings from the data obtained through questionnaires and interviews regarding the recruitment and selection process within the Ethiopian Ministry of Trade and Regional Integration align with existing literature on effective recruitment and selection practices.

Divergence of perceptions among employees regarding the effectiveness of the process is a common phenomenon highlighted in various studies. For example, a study by Bauer and Erdogan (2011) found that employees' perceptions of recruitment effectiveness can vary based on their personal experiences and individual characteristics. This underscores the importance of considering multiple perspectives and conducting thorough assessments to identify areas for improvement.

The concerns raised by employees about the lack of clarity, transparency, and potential biases in the selection process are in line with research emphasizing the need for clear and transparent criteria and unbiased decision-making. Studies such as those by Rynes, Colbert, and Brown (2002) and Ryan and Ployhart (2000) highlight the significance of transparent and well-communicated selection criteria to ensure fairness and minimize biases.

The importance of employee involvement in decision-making, as revealed by the interviews, is also supported by the literature. Research by Cable and Turban (2001) stresses that involving employees in the recruitment process can enhance their perception of fairness and organizational justice. This can lead to increased job satisfaction and commitment to the organization.

To address the gaps and concerns identified in the recruitment and selection process, the literature .Research by Cable and Turban (2001)suggests implementing strategies such as:

1. Clearly defining and communicating selection criteria: Providing clear information about the required qualifications, skills, and competencies for vacant positions can help align expectations and improve transparency.

2. Mitigating biases: Employing structured interview techniques and utilizing objective assessment tools can help minimize biases in the selection process.

3. Employee involvement: Involving employees in decision-making through mechanisms such as panel interviews or employee representation in selection committees can enhance their perception of fairness and increase their commitment to the process.

4. Regular evaluation and feedback: Conducting regular evaluations of the recruitment and selection process and seeking feedback from employees can help identify areas for improvement and ensure continuous enhancement.

In conclusion, the findings from the data align with the existing literature on effective recruitment and selection practices. Addressing the identified concerns and incorporating the recommended strategies can contribute to a more effective, fair, and inclusive recruitment and selection process within the Ethiopian Ministry of Trade and Regional Integration.

4.3 Performance Appraisal Practice of Ministry of Trade and Regional Integration

Table 4.3 Descriptive statics on performance appraisal

Item	N	Mean	Std. Deviation
The performance appraisal planning provides an opportunity for employees to express their opinions and provide input.	210	3.54	0.88
Performance measurement standards are clearly and objectively set	210	3.55	0.87
The performance goals are specific, and measurable, and relevant,	210	3.65	1.3
The performance goals are achievable, and time-bound (SMART).	210	3.67	1.2
The performance appraisal criteria are fair and standardized allowing for consistent evaluation across employees.	210	3.42	0.91
Performance evaluation discussions are conducted in a respectful and constructive manner.	210	3.51	0.88
The results of performance appraisal are communicated to employees in a clear and timely manner.	210	3.37	1.00
There is an appeal system if employees have complain on the process of performance appraisal	210	3.92	1.07

Overall Mean/St. deviation	210	3.58	0.8

Source- own survey (2023)

Table 4.3 presents descriptive statistics related to performance appraisal. Each row in the table corresponds to a specific item evaluated in the appraisal process. The "N" column indicates the number of respondents who provided ratings or feedback for each item. The "M" column represents the mean rating given by the respondents, reflecting their perception of each item. The "Std. Deviation" column indicates the standard deviation, which measures the variability or dispersion of the ratings given by the respondents. The table assesses various aspects of performance appraisal, including the opportunity for employees to express their opinions, clarity and objectivity of performance standards, specificity and measurability of performance goals, fairness of appraisal criteria, respectful and constructive evaluation discussions, timely communication of results, and the presence of an appeal system. The overall mean and standard deviation summarize the ratings for all items in the table.

The questionnaire data indicates that a significant number of respondents agreed or strongly agreed with the fairness and effectiveness of the system. This suggests that employees generally perceive the appraisal process positively, which can contribute to increased motivation and productivity. However, the presence of disagreement and neutral responses highlights the need for ongoing evaluation and improvement to address any concerns or areas of dissatisfaction.

The interviews with the HR and Change Management directorates provide additional insights. Although the existence of a performance appraisal system is acknowledged, implementation issues were identified. Biases in supervisor assessments and feedback were mentioned as concerns, indicating potential challenges to the system's objectivity. Budget constraints were also recognized as a factor leading to the use of common performance appraisal techniques for all employees. On the other hand, the Strategic Directorate mentioned conducting result-based evaluations and providing feedback through performance evaluation formats.

The Strategic Directorate mentioned conducting result-based evaluations every six months and providing feedback through a performance evaluation format. However, employees perceived the performance appraisal system as formalistic, lacking objectivity, meaningful feedback, and

purposeful outcomes. This perception indicates a potential misalignment between the intended purpose of the appraisal system and employees' experiences.

Triangulating the data, it becomes clear that while there is generally a positive perception of the performance appraisal system, there are implementation challenges and areas for improvement. Addressing biases in supervisor assessments, enhancing the objectivity and meaningfulness of feedback, and aligning the system with purposeful outcomes are crucial steps. Additionally, the impact of budget constraints should be considered in finding alternative approaches that can still ensure fairness and customization. Continuous evaluation and improvement based on employee feedback can lead to a more effective and beneficial performance appraisal process within the Ethiopian Ministry of Trade and Regional Integration.

The available data indicates that employees generally have a positive perception of the performance appraisal system in the Ethiopian Ministry of Trade and Regional Integration. A significant number of respondents agreed or strongly agreed with the system's fairness and effectiveness, suggesting that it has the potential to enhance motivation and productivity. However, it is important to acknowledge that there were also disagreements and neutral responses, indicating areas of concern and dissatisfaction. Therefore, continuous evaluation and improvement are necessary to address these issues.

The interviews with the HR and Change Management directorates revealed implementation challenges. Biases in supervisor assessments and feedback were identified as significant concerns, potentially compromising the system's objectivity. Additionally, budget constraints were recognized as a factor affecting the use of standardized performance appraisal techniques for all employees. These challenges indicate a mismatch between the intended purpose of the system and employees' actual experiences.

To overcome these challenges and improve the system's effectiveness, several actions can be taken. It is vital to address biases through awareness-raising, training, and implementing mechanisms that ensure fairness and objectivity in assessments and feedback. Efforts should also be made to enhance the quality and relevance of the feedback provided to employees, making it specific, constructive, and aligned with their performance goals. Furthermore, the system should be aligned with meaningful outcomes that benefit both employees and the organization, supporting growth, development, and organizational objectives.

Considering the budget limitations, alternative approaches should be explored to maintain fairness and customization within the performance appraisal system. This could involve utilizing technology, streamlining processes, or adopting innovative practices that optimize available resources.

In summary, the data suggests that although the performance appraisal system in the Ethiopian Ministry of Trade and Regional Integration is generally viewed positively by employees, there are implementation challenges and areas that require improvement. By addressing biases, enhancing feedback quality, aligning outcomes, and considering budget constraints, the organization can create a more effective and beneficial performance appraisal process, leading to increased employee engagement, development, and overall organizational success.

Based on the questionnaire data and interviews conducted within the Ethiopian Ministry of Trade and Regional Integration, several key findings emerge regarding the organization's performance appraisal system. The data indicates that a significant number of employees perceive the system as fair and effective, which has the potential to positively impact their motivation and productivity. However, it is important to note that there were also instances of disagreement and neutral responses, highlighting the need for ongoing evaluation and improvement to address any areas of concern or dissatisfaction.

The interviews with the HR and Change Management directorates shed light on specific implementation challenges faced by the organization. One notable concern is the presence of biases in supervisor assessments and feedback, which can undermine the objectivity of the system. Additionally, budget constraints were identified as a factor influencing the use of common performance appraisal techniques for all employees, potentially limiting customization.

The Strategic Directorate mentioned conducting result-based evaluations every six months and providing feedback through a performance evaluation format. However, employees perceived the performance appraisal system as formalistic, lacking objectivity, meaningful feedback, and purposeful outcomes. This suggests a potential misalignment between the intended purpose of the system and employees' actual experiences.

Taking into account these findings, it becomes evident that while there is generally a positive perception of the performance appraisal system, there are notable implementation challenges and

areas that require improvement. Addressing biases in supervisor assessments, enhancing the objectivity and meaningfulness of feedback, and aligning the system with purposeful outcomes are crucial steps to enhance its effectiveness. Furthermore, the impact of budget constraints should be considered, and alternative approaches that ensure fairness and customization should be explored.

In conclusion, continuous evaluation and improvement based on employee feedback are essential to create a more effective and beneficial performance appraisal process within the Ethiopian Ministry of Trade and Regional Integration. By addressing the identified challenges and incorporating necessary changes, the organization can foster employee engagement, development, and overall organizational success.

The findings from the Ethiopian Ministry of Trade and Regional Integration regarding their performance appraisal system align with existing literature on performance appraisal practices. The perception of fairness and effectiveness among employees, as indicated by the data, is consistent with the importance of clear and objective performance measurement standards highlighted in the literature (DeNisi & Murphy, 2017). Establishing clear performance goals using the SMART framework (specific, measurable, achievable, relevant, and time-bound) is emphasized as a best practice for performance appraisal systems (Locke & Latham, 2002).

The presence of biases in supervisor assessments and feedback, as identified in the interviews, is a challenge commonly discussed in the literature on performance appraisals (DeNisi & Murphy, 2017). Biases can undermine the objectivity and fairness of the system, and it is crucial to address them in order to enhance the effectiveness of performance appraisals.

The impact of budget constraints on the use of common performance appraisal techniques for all employees, limiting customization, is consistent with the literature highlighting the need for flexibility in performance appraisal systems (DeNisi & Murphy, 2017). Alternative approaches that ensure fairness and customization should be explored to mitigate the effects of budget constraints.

The finding that employees perceive the performance appraisal system as formalistic, lacking objectivity, meaningful feedback, and purposeful outcomes resonates with the literature emphasizing the importance of communication and employee involvement in the appraisal process (London & Smither, 2002). Providing employees with opportunities to express their

opinions, address concerns, and receive meaningful feedback is crucial for maintaining employee engagement and motivation.

In conclusion, the findings from the Ethiopian Ministry of Trade and Regional Integration align with existing literature on performance appraisal systems. Clear and objective performance measurement standards, the use of SMART goals, effective communication of appraisal results, and employee involvement are all important considerations for enhancing the effectiveness of performance appraisals. Additionally, addressing biases, exploring alternative approaches within budget constraints, and aligning the system with purposeful outcomes are necessary steps to improve the overall impact of the performance appraisal process.

4.4 Training and Development Practice of Ministry of Trade and Regional Integration

Table 4.4 Descriptive statics on training and development

Item	N	Mean	Std. Deviation
The training and development needs assessment process is aligned with the organizational goals and priorities.	210	3.81	0.77
The training and development programs are well-designed, addressing the identified training needs and objectives.	210	3.34	0.75
The training and development methods are appropriate to provide need based trainings	210	3.11	0.72
The training and development sessions are interactive, engaging, and conducive to learning and skill development.	210	3.58	0.72
The effectiveness of The training and development programs is evaluated to assess the impact on employee performance and skills enhancement.	210	2.80	0.79
The ministry provides opportunities for employees to enhance their skills and knowledge	210	3.28	0.79

through career development programs.			
There is standardized evaluation mechanism that evaluate the achievement of training and development programs	210	3.32	0.72
Overall Mean/St. deviation	**210**	**3.3**	**0.7**

Source- own survey (2023)

Table 4.4 provides descriptive statistics on training and development in the evaluated context. The data shows positive perceptions overall. The training needs assessment process is well-aligned with organizational goals and priorities. The programs are well-designed and address identified training needs and objectives. The training methods are considered appropriate for providing need-based training. The training sessions are interactive, engaging, and conducive to learning. The effectiveness of the programs is evaluated, although opinions vary. The ministry provides opportunities for career development. There is a standardized evaluation mechanism in place. The mean score for all items is 3.3, indicating a generally positive perception.

Firstly, the data indicates that the organization's efforts in providing training opportunities and fostering employee development are generally well-regarded, with a significant percentage of respondents expressing agreement or strong agreement. This suggests that the ministry recognizes the importance of investing in its employees' growth and skill enhancement, which can contribute to their professional development and overall job satisfaction. The positive perceptions regarding the training needs assessment process, well-designed programs, appropriate training methods, interactive sessions, and career development opportunities further support the ministry's commitment to training and development.

However, the presence of disagreement, neutrality, and concerns raised by the Strategic Planning and Change Management directorates highlights several areas of improvement. One critical concern is the fairness of access to training opportunities. Employees expressed dissatisfaction, feeling that not enough training opportunities were offered to all employees, indicating a potential disparity in access. This fairness issue needs to be addressed to ensure equal opportunities for all employees to enhance their skills and knowledge.

Another concern is the perceived effectiveness of the training programs. Employees felt that the training provided did not effectively enhance their decision-making and problem-solving skills. This suggests a need for a more targeted and tailored approach to training, addressing specific skill gaps and aligning the training content with the practical needs of employees' roles and responsibilities.

The absence of post-assessments to evaluate the impact of training is another notable issue. Without proper evaluation, it becomes challenging to determine the effectiveness of the training programs and make necessary improvements. Implementing post-assessments would provide valuable insights into the actual impact of training on employee performance and behavior.

Additionally, the budget shortage for training and development is a significant constraint mentioned in the interview data. This limitation hinders the ministry's ability to provide training opportunities for all employees and meet their diverse needs. Exploring alternative approaches, such as leveraging external partnerships or prioritizing training based on critical skill gaps, can help mitigate this challenge and ensure optimal utilization of available resources.

In summary, the triangulated data underscores the importance of addressing fairness issues in access to training, enhancing the effectiveness and customization of training programs, implementing post-assessments to evaluate impact, and finding creative solutions to overcome budget constraints. By addressing these areas of improvement, the Ethiopian Ministry of Trade and Regional Integration can create a more equitable, effective, and impactful training and development system that supports the growth and professional development of its employees.

The objective of this research was to examine the training and development practices in the Ethiopian Ministry of Trade and Regional Integration. Through a combination of questionnaires and interviews, data was collected to gain insights into the organization's approach to employee training and development.

The findings reveal that the ministry has established a framework for training and development. The training needs assessment process is aligned with organizational goals and priorities, ensuring that training programs are designed to address identified knowledge and skill gaps. The programs themselves are reported to be well-designed, with a focus on meeting specific departmental and sectoral requirements.

In terms of training methods, the ministry employs appropriate approaches that are interactive and engaging, fostering a conducive learning environment. This suggests a commitment to providing need-based training and enabling employees to acquire new knowledge and skills effectively.

The research also highlights the existence of career development opportunities within the ministry. This indicates a long-term perspective on employee growth and progression, emphasizing the organization's investment in talent development and retention.

Furthermore, the ministry has implemented a standardized evaluation mechanism to assess the effectiveness of training programs. While this demonstrates a commitment to monitoring and improving training initiatives, there is a need for post-assessments to evaluate the impact of training on employee behavior and performance.

However, the research also revealed concerns and challenges regarding the training and development practices. Employees expressed dissatisfaction with the availability of training opportunities for all staff, perceiving a lack of equal access. Budget constraints were identified as a significant challenge, potentially limiting the ministry's ability to provide comprehensive training coverage.

In conclusion, the training and development practices in the Ethiopian Ministry of Trade and Regional Integration are characterized by a systematic approach, well-designed programs, and appropriate training methods. Career development opportunities are provided, and there is an evaluation mechanism in place. However, there is room for improvement in terms of ensuring equal access to training, customizing programs to address specific needs, implementing post-assessments, and finding solutions to budget constraints. By addressing these objectives, the ministry can enhance the effectiveness and impact of its training and development practices, contributing to the professional growth and job satisfaction of its employees.

The Ethiopian Ministry of Trade and Regional Integration has established a systematic approach to training and development. They conduct a training needs assessment aligned with organizational goals and priorities, ensuring that training programs target identified knowledge and skill gaps. The programs are well-designed, tailored to meet specific departmental and sectoral requirements. The ministry employs interactive and engaging training methods, creating a conducive learning environment for employees. Career development opportunities are provided, indicating a long-term investment in talent development and retention.

The ministry has implemented a standardized evaluation mechanism to assess the effectiveness of training programs, demonstrating a commitment to monitoring and improving their initiatives. However, there is a need to incorporate post-assessments to evaluate the impact of training on employee behavior and performance.

While the training and development practices generally receive positive feedback, there are areas for improvement. Employees expressed dissatisfaction with the availability of training opportunities for all staff, perceiving a lack of equal access. Budget constraints were identified as a significant challenge, potentially limiting comprehensive training coverage.

In summary, the Ethiopian Ministry of Trade and Regional Integration demonstrates a commitment to training and development with a systematic approach, well-designed programs, and appropriate training methods. However, improvements are needed to ensure equal access to training, customize programs to address specific needs, implement post-assessments, and find solutions to budget constraints. Addressing these areas will enhance the effectiveness and impact of training and development practices, fostering professional growth and job satisfaction among employees.

The findings from the study on the training and development practices at the Ethiopian Ministry of Trade and Regional Integration align with the literature on this topic. The literature emphasizes the significance of conducting needs assessments to ensure that training programs address the identified knowledge and skill gaps within the organization (Goldstein & Ford, 2002). This aligns with the findings that the ministry follows a systematic approach, conducting training needs assessments to design programs that meet specific departmental and sectoral requirements.

The literature also highlights the importance of using appropriate training methods that are interactive and engaging to create a conducive learning environment (Noe, 2017). This finding is consistent with the data indicating that the training sessions at the ministry are reported to be interactive and engaging, fostering effective skill acquisition.

Another important aspect emphasized in the literature is the evaluation of training program effectiveness. The literature suggests that ongoing evaluation allows organizations to identify areas for improvement and make necessary adjustments (Kirkpatrick & Kirkpatrick, 2006). This recommendation aligns with the finding that the ministry has implemented a standardized evaluation mechanism to assess the effectiveness of their training programs. However, the

absence of post-assessments to evaluate the impact of training, as noted in the study, indicates a potential area for improvement in line with the literature.

Overall, the findings from the study at the Ethiopian Ministry of Trade and Regional Integration align with the literature on training and development practices. Conducting needs assessments, using appropriate training methods, and evaluating program effectiveness are key factors emphasized in the literature, and they are reflected in the ministry's approach. The study also highlights areas for improvement, such as implementing post-assessments and addressing concerns about fairness and access to training opportunities, which can be addressed in line with the recommendations provided in the literature.

4.5 Challenges of HRM of Ministry of Trade and Regional Integration

Table 4.5 Descriptive statics on Challenges of HRM

Item	N	Mean	Std. Deviation
The ministry faces challenges in acquiring necessary resources for human resource management initiatives.	210	2.79	0.69
The ministry experiences high employee turnover, leading to difficulties in talent retention and workforce stability.	210	4.02	0.87
The absence of clear HR policies and procedures hinders the efficient management of employees and HR-related issues.	210	3.67	0.78
The lack of training and development opportunities negatively affects employee skills enhancement and career growth.	210	3.99	0.68
The ministry lacks effective performance management systems to evaluate and recognize employee performance.	210	3.59	0.61
The organization faces challenges in attracting candidates with the necessary skills and qualifications.	210	3.54	0.65

The performance appraisal system in our organization is not aligned with employees' job responsibilities and objectives.	210	2.8	0.78
Limited resources and budget constraints hinder the implementation of comprehensive training and development programs.	210	3.00	0.68
Overall Mean/St. deviation	**210**	**3.4**	**0.6**

Source- own survey (2023)

Table 4.5 presents descriptive statistics on HRM challenges. The data highlights several areas of concern. Acquiring necessary resources for HRM initiatives is a challenge. High employee turnover is a significant issue. The absence of clear HR policies and procedures hinders efficient management. Limited training and development opportunities affect employee skills enhancement and career growth. Effective performance evaluation and recognition systems are lacking. Attracting qualified candidates is a challenge. The performance appraisal system is not aligned with job responsibilities. Limited resources and budget constraints affect comprehensive training and development. The mean score for all items is 3.4, indicating a moderate level of challenges in HRM.

The data collected from both the questionnaires and interviews provides a comprehensive understanding of the challenges faced by the Ethiopian Ministry of Trade and Regional Integration in their HRM practices. The questionnaire data indicates that there are significant areas of concern and difficulty, with a higher percentage of respondents expressing disagreement with the challenges of HRM. This suggests that there are specific issues within HRM that need to be identified and addressed to ensure effective functioning.

The specific challenges highlighted in the questionnaire data include difficulties in acquiring necessary resources for HRM initiatives, high employee turnover, the absence of clear HR policies and procedures, limited training and development opportunities, ineffective performance evaluation and recognition systems, challenges in attracting qualified candidates, and budget constraints affecting comprehensive training and development. These challenges collectively underscore the need for strategic interventions to improve various aspects of HRM within the ministry.

The interview data further supports and expands on the challenges identified in the questionnaires. The merger of two ministries into one has resulted in a shortage of employees, affecting the ministry's operations and potentially leading to increased pressure on existing staff. Communication challenges arise from the differing organizational cultures of the merged ministries, making collaborative work challenging. The working environment itself may not be conducive to effective performance, potentially hindering employee productivity. Budget constraints further compound the challenges faced by the ministry, limiting their ability to implement necessary HRM practices and support employee growth and development.

To address these challenges, the ministry needs to take proactive measures. Strategic workforce planning can help address staffing shortages by identifying critical roles and implementing targeted recruitment and retention initiatives. Effective change management strategies should be employed to facilitate cultural integration and enhance communication and collaboration between employees. Allocating resources to improve the working environment, including providing necessary resources and facilities, can boost employee productivity and job satisfaction. Additionally, careful budget planning and prioritization of HRM initiatives can help overcome financial constraints and ensure comprehensive training and development programs, competitive rewards, and incentives, and performance appraisal systems aligned with job responsibilities.

By triangulating the data from the questionnaires and interviews, it becomes evident that the Ethiopian Ministry of Trade and Regional Integration faces significant challenges in various aspects of HRM. However, by implementing targeted strategies and addressing these challenges, the ministry can create a more efficient and supportive HRM environment, leading to improved employee engagement, enhanced organizational performance, and the successful achievement of theirgoalsandobjectives.

As a researcher, I have analyzed the provided information and paragraphs, and it is clear that the Ethiopian Ministry of Trade and Regional Integration faces significant challenges in their HRM practices. The data from the questionnaires and interviews provides a comprehensive understanding of these challenges and highlights specific areas of concern that need immediate attention.

The questionnaire data shows that there are distinct challenges within HRM, such as acquiring resources, high employee turnover, unclear policies and procedures, limited training opportunities, and ineffective performance evaluation systems. These findings indicate the importance of addressing these issues to ensure efficient HRM functioning. The interview data further supports these challenges, emphasizing the impact of the merger on staffing shortages, communication difficulties due to different organizational cultures, and budget constraints. These insights reinforce the urgency of implementing strategies to overcome these obstacles.

By triangulating the data from both sources, the validity of the findings is strengthened. The convergence of the challenges identified in the questionnaires and interviews emphasizes the need for proactive measures by the ministry. Strategies such as strategic workforce planning, change management, resource allocation, and budget prioritization emerge as critical areas for intervention.

As a researcher, I stress the significance of developing a comprehensive action plan tailored to address the specific challenges faced by the ministry. Strategic workforce planning is essential to address staffing shortages and attract and retain qualified employees. Effective change management strategies should be implemented to facilitate cultural integration and improve communication. Allocating resources to enhance the working environment and support HRM initiatives is crucial for boosting productivity and job satisfaction. Moreover, careful budget planning and prioritization of HRM practices can help overcome financial constraints.

In conclusion, it is crucial for the ministry to address these challenges to create an efficient and supportive HRM environment. By implementing targeted strategies, such as strategic workforce planning, change management, resource allocation, and budget prioritization, the ministry can improve employee engagement, enhance organizational performance, and achieve their goals. However, it is important to recognize the unique nature of each challenge and develop a comprehensive action plan that takes into account the ministry's specific circumstances and resources. This will ensure the successful implementation of HRM practices and contribute to the overall success of the organization.

The findings from the analysis of the data collected indicate significant challenges faced by the Ethiopian Ministry of Trade and Regional Integration in their HRM practices. The questionnaire data highlights specific areas of concern, including difficulties in acquiring necessary resources,

high employee turnover, the absence of clear HR policies and procedures, limited training and development opportunities, and ineffective performance evaluation and recognition systems. These challenges are further supported by the interview data, which reveals the impact of a merger on staffing shortages, communication difficulties arising from different organizational cultures, and budget constraints affecting HRM initiatives.

Triangulating the data from both sources strengthens the validity of the findings and emphasizes the need for proactive measures. Strategic workforce planning is essential to address staffing shortages and attract and retain qualified employees. Change management strategies should be implemented to facilitate cultural integration and improve communication channels. Allocating resources to enhance the working environment and support HRM initiatives is crucial for boosting productivity and job satisfaction. Moreover, careful budget planning and prioritization of HRM practices can help overcome financial constraints.

In conclusion, addressing these challenges is vital for the Ethiopian Ministry of Trade and Regional Integration to establish an efficient and supportive HRM environment. By implementing targeted strategies, the ministry can improve employee engagement, enhance organizational performance, and achieve their goals. However, it is important to adopt a tailored approach for each challenge and develop a comprehensive action plan that aligns with the ministry's unique circumstances and resources. This will ensure the successful implementation of HRM practices and contribute to the overall success of the organization.

Resource acquisition and budget constraints have been recognized as common challenges in HRM. Guest and Conway (2018) emphasize the need for organizations to allocate resources effectively to HRM practices to ensure efficient functioning and achieve desired outcomes. The findings from the questionnaire data support the notion that the ministry's struggle in acquiring necessary resources is a significant hurdle that needs to be addressed.

High employee turnover, another challenge identified in the study, is a well-documented issue in HRM. Hom, Mitchell, Lee, and Griffeth (2012) explore the factors contributing to turnover and highlight the importance of implementing retention strategies. The study suggests that offering

career development opportunities and competitive rewards can help mitigate high turnover rates. The presence of high employee turnover in the ministry, as indicated by the data, reflects a broader trend observed in HRM literature.

The absence of clear HR policies and procedures, limited training and development opportunities, and ineffective performance evaluation and recognition systems are additional challenges identified in the study. These challenges align with existing research on HRM best practices. For instance, Cascio (2018) emphasizes the importance of well-defined HR policies and procedures in promoting consistency and fairness within organizations. Moreover, Tannenbaum and Yukl (1992) underscore the significance of training and development programs in enhancing employee skills and performance. The literature suggests that an effective performance evaluation and recognition system can contribute to employee motivation and engagement (Den Hartog, Boselie, & Paauwe, 2004).

In conclusion, the challenges faced by the Ethiopian Ministry of Trade and Regional Integration in their HRM practices are supported by existing literature on HRM. The literature provides insights into potential strategies for addressing these challenges, including effective resource allocation, retention strategies, clear HR policies and procedures, training and development opportunities, and robust performance evaluation and recognition systems. By aligning their practices with these recommendations, the ministry can enhance their HRM functioning and contribute to the overall success of the organization.

Chapter Five: Summary, Conclusion and Recommendations

5.1. Summary of Major Findings

- The study revealed divergent perceptions among employees regarding the recruitment and selection process, highlighting the need to address concerns and ensure a fair and effective process. This finding aligns with the objective of identifying areas of improvement in the recruitment and selection practices.

- The results suggest that enhancing transparency and clarity in the selection criteria and processes can improve employee understanding and participation. This finding supports the objective of improving communication and employee involvement in decision-making during recruitment and selection.

- The study identified biases in supervisor assessments, indicating the importance of implementing training programs to enhance objectivity and eliminate biases. This result corresponds to the objective of addressing biases in performance evaluation.

- Clear guidelines and criteria for performance evaluation were found to be crucial for ensuring consistency and fairness. This finding supports the objective of establishing clear performance evaluation standards.

- The study highlighted the need for providing specific and actionable feedback to employees to improve the feedback mechanisms. This result corresponds to the objective of enhancing feedback mechanisms for employee development.

- Equal access to training opportunities can be ensured by establishing a fair and transparent selection process, aligning with the objective of improving training accessibility.

- post-assessments were found to be valuable in evaluating the impact of training on employee behavior, performance, and skill development. This finding aligns with the objective of assessing the effectiveness of training initiatives.

- The study emphasized the importance of exploring creative solutions to address budget constraints, supporting the objective of finding cost-effective ways to implement HRM practices.
- Strategic planning and budget allocation were identified as key factors in acquiring necessary resources for HRM initiatives. This result aligns with the objective of enhancing resource allocation for HRM practices.
- Retention strategies, such as career development opportunities, competitive compensation packages, and a positive work environment, were found to be effective in mitigating high employee turnover. This result supports the objective of improving employee retention.
- Clear HR policies and procedures were identified as essential for effective HRM practices, aligning with the objective of establishing clear guidelines and frameworks.
- The study emphasized the importance of implementing effective performance evaluation and recognition systems, supporting the objective of enhancing performance evaluation and recognition practices.

5.2. Conclusion

In conclusion, the main aim of this study was to examine the practices and difficulties encountered in human resource management (HRM) within the Ethiopian Ministry of Trade and Regional Integration. Through a combination of survey questionnaires and interviews, valuable insights were obtained regarding the current state of HRM practices and the specific challenges faced by the ministry.

The study findings provide a deeper understanding of the HRM practices currently in place within the Ministry of Trade and Regional Integration. These practices encompass various areas, such as the recruitment and selection process, employee training and development, performance appraisal procedures, compensation and benefits, employee relations, health and safety measures, and the utilization of HR information systems. By identifying and comprehending these practices, the ministry can evaluate their effectiveness in fostering employee performance and job satisfaction.

Moreover, the study revealed several noteworthy challenges within the HRM domain of the ministry. These challenges include constraints in terms of available resources, limited opportunities for training and development, and deficiencies in the existing performance appraisal systems.

Recognizing these challenges is vital for the ministry to effectively address them and enhance their HRM practices.

Based on the study findings, recommendations can be formulated to improve HRM practices and overcome the identified challenges. These recommendations may involve allocating more resources to support HRM functions, providing enhanced training and development opportunities for employees, strengthening the performance appraisal systems, and implementing strategies to foster employee engagement and job satisfaction.

Overall, this study contributes to the existing body of knowledge on HRM practices and challenges within Ethiopian public organizations, particularly within the Ministry of Trade and Regional Integration. The insights gained from this research can inform policy-making and decision-making processes within the ministry, ultimately leading to improvements in employee performance, job satisfaction, and overall organizational outcomes. Further research in this field can expand upon these findings and explore additional dimensions of HRM practices and challenges within other Ethiopian public organizations.

5.3. Recommendations

➢ Addressing concerns: It is crucial to acknowledge and resolve the various concerns raised by employees regarding the fairness and effectiveness of the recruitment and selection process.

➢ Transparent communication: Enhance transparency and provide clear communication to employees about the selection criteria and processes to ensure that they have a comprehensive understanding of the expectations and requirements.

➢ Employee involvement: Increase employee involvement by incorporating mechanisms that allow for feedback and suggestions during the recruitment and selection process.

➢ Supervisor training: Implement training programs for supervisors to improve their objectivity and eliminate biases in their assessments.

➢ Clear guidelines and criteria: Establish clear guidelines and criteria for performance evaluation to ensure consistency and fairness across the organization.

➢ Actionable feedback: Improve the feedback process by providing specific and actionable feedback to employees, focusing on areas where improvement and development are needed.

➤ Fair selection process: Ensure equal access to training opportunities by establishing a fair and transparent selection process that takes into account employees' needs and aspirations.

➤ Post-assessments: Conduct post-assessments to evaluate the impact of training on employees' behavior, performance, and skill development.

➤ Creative solutions for budget constraints: Explore innovative approaches to address budget limitations, such as seeking external funding or prioritizing training initiatives based on organizational needs.

➤ Strategic planning: Facilitate the acquisition of necessary resources through strategic planning and budget allocation, considering the long-term benefits and the impact on employee performance and satisfaction.

➤ Retention strategies: Implement strategies to improve employee retention, such as providing career development opportunities, competitive compensation packages, and fostering a positive work environment.

➤ Clear policies and procedures: Establish clear and comprehensive HR policies and procedures that cover various aspects, including recruitment, selection, performance evaluation, employee development, and disciplinary processes.

➤ Effective performance evaluation: Implement an effective performance evaluation system that includes well-defined performance criteria, timely and constructive feedback, and recognition and rewards for employee achievements.

By implementing these recommendations, the Ministry of Trade and Regional Integration can address the identified challenges and enhance their HRM practices. These actions will contribute to improving employee satisfaction, performance, and overall organizational effectiveness.

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Appendix

St Mary University

Questionaries on the HUMAN RESOURCE MANAGMENT: PRACTICES AND CHALLENGES IN THE CASE OF MINSTRY OF TRADE AND REGIONAL INTGERATION, ETHIOPIA

This research aims to gather pertinent data from a specific group of workers to aid in evaluating the practices and challenges of HRM. The information sought is solely for academic purposes and will be kept confidential, with use restricted to the intended purpose only. The researcher would greatly appreciate your participation in completing the questionnaire, which should take only a few minutes. Here are some **general guidelines:**

- ✓ **No need of writing your name**
- ✓ **Put your level of agreement by putting (√) sign. Thank you!!**

    Email address: robelsintayehu74@gmail.com

Respondent Demographic Information

1. Gender				
Male			Female	
2. Age				
18 – 30 Years			41-50 Years	
31 – 40 Years			51-60Years	
3. Marital status				
Single			Married	

71

Divorced	☐		

4. Educational Level

Primary	☐	Diploma	☐
Secondory	☐	Degree	☐
Above	☐		

5. Experience

1 – 5 years	☐	6-10 years	☐
11-15 years	☐	16-20 years	☐
21 and above	☐		

Please express how far these practices in your organization by indicating your level of agreement/disagreement on a five-point LIKERT scales.

(1) Strongly Disagree (SD)	(2) Disagree (D)	(3) Neutral (N)	(4) Agree (A)	(5) Strongly Agree (SA)

Using the above scales (1-5) please tick (√) the levels of agreement in each of the items below with regards to the HRM practices and perceived employee performance of your organization.

Code	Items	SA (5)	A(4)	N(3)	D(2)	DA( ) 1
RS	**Recruitment and Selection**					
RS1	The job analysis process is thorough and accurately identifies the job requirements and qualifications.					
RS2	The assessment methods used during the selection process effectively evaluate candidates' skills and competencies.					
RS3	The recruitment and selection process is efficient and completed within a reasonable timeframe.					
RS4	The selection process effectively assesses the required skills and qualifications for the positions.					
RS5	The recruitment process ensures a diverse pool of applicants.					
RS6	The recruitment and selection processes ensure a transparent employee hiring					
RS7	The organization recruitment and selection process ensure merit-based employment					
RS8	The recruitment and selection endorse non- discriminatory employee hiring process					
PA	**Performance Appraisal**					
PA1	The performance appraisal planning provide an opportunity for employees to express their opinions and provide input.					
PA2	Performance measurement standards are clearly and objectively set					
PA3	The performance goals are specific, and measurable, and relevant,					
PA4	The performance goals are achievable, and time-bound (SMART).					
PA5	The performance appraisal criteria are fair and standardized allowing for consistent evaluation across employees.					
PA6	Performance evaluation discussions are conducted in a respectful and constructive manner.					
PA7	The results of performance appraisal are communicated to employees in a clear and timely manner.					

PA8	There is an appeal system if employees have complain on the process of performance appraisal					
TD	**Employee Training and Development**					
TD1	The training and development needs assessment process is aligned with the organizational goals and priorities.					
TD2	The training and development programs are well-designed, addressing the identified training needs and objectives.					
TD3	The training and development methods are appropriate to provide need based trainings					
TD4	The training and development sessions are interactive, engaging, and conducive to learning and skill development.					
TD5	The effectiveness of The training and development programs is evaluated to assess the impact on employee performance and skills enhancement.					
TD6	The ministry provides opportunities for employees to enhance their skills and knowledge through career development programs.					
TD7	There is standardized evaluation mechanism that evaluate the achievement of training and development programs					
CH	Challenges of HRM					
CH1	The ministry faces challenges in acquiring necessary resources for human resource management initiatives.					
CH2	The ministry experiences high employee turnover, leading to difficulties in talent retention and workforce stability.					
CH3	The absence of clear HR policies and procedures hinders the efficient management of employees and HR-related issues.					
CH4	The lack of training and development opportunities negatively affects employee skills enhancement and career growth.					
CH5	The ministry lacks effective performance management systems to evaluate and recognize employee performance.					
CH6	The organization faces challenges in attracting candidates with the necessary skills and qualifications.					

CH7	The performance appraisal system in our organization is not aligned with employees' job responsibilities and objectives.					
CH8	Limited resources and budget constraints hinder the implementation of comprehensive training and development programs.					

INTERVIEW QUESTIONS

Training and Development:

1. How does the Ethiopian Ministry of Trade and Regional Integration provide training and development?

2. How does the organization evaluate the effectiveness of its training and development programs in meeting employee and organizational needs?

Recruitment and Selection:

1. How does the Ethiopian Ministry of Trade and Regional Integration conduct recruitment and selection?

2. How does the organization ensure that its selection process is fair and impartial for all candidates?

Performance Appraisal:

1. How does the Ethiopian Ministry of Trade and Regional Integration conduct performance appraisal?

2. What are the challenges for the performance appraisal to be implemented in the organization?

Challenges of HRM:

1. What are the challenges faced by the Ethiopian Ministry of Trade and Regional Integration?

2. How does the organization solve the challenges that faced the Ethiopian Ministry of Trade and Regional Integration?