



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSSINESS AND ECONOMICS

**PERCEPTIONS ON EMPLOYEE RESOURCING PRACTICES
IN THE CASE OF ASMEN AND STEELY RMI
MANUFACTURING PLCS IN ADDIS ABABA**

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**Perceptions on Employee Resourcing Practices in the Case of
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This is to certify that the thesis is prepared by Senait Teklemariam, having a title of; “Perceptions on Employee Resourcing Practices in the Case of Asmen and Steely Rmi Manufacturing Plcs in Addis Ababa” in partial fulfilment of the requirements for the award of the Degree of Master of Business Administration is in accordance with the regulation of the University and the accepted standards with respect to originality and quality.

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DECLARATION

I, Senait Teklemariam, hereby declare that this Master Thesis Assessment of “Perceptions on Employee Resourcing Practices in the Case of Asmen and Steely Rmi Manufacturing Plcs in Addis Ababa” is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Tekalign Nega (PhD). Any other research or academic sources used here in this study have been duly acknowledged. Moreover, this study has not been submitted for the award of any Degree or Diploma Program in this or any other institution.

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ACRONYMS

AACCSA	-	Addis Ababa Chamber of Commerce Sectorial Authority
BS	-	Business Strategy
CIPD	-	Chartered Institute of Personnel and Development
GTP	-	Growth & Transformation Plan
ER	-	Employee Resourcing
ERS	-	Employee Resourcing Strategy
L&D	-	Learning & Development
SHRM	-	Strategic Human Resources Management
HRM	-	Human Resources Management
R&S	-	Recruitment & Selection
SPSS	-	Statistical Package for Social Science

ABSTRACT

The study was designed to examine the perceptions on employee resourcing practices of ASMEN AND STEELY RMI Manufacturing Private Limited Companies (PLCs) in Addis Ababa as a case study. The research design is descriptive in its nature, purposive sampling approach was adopted and quantitative data was collected as a primary data source using questionnaire. Using SPSS version 20.0, the collected data was summarized and analysed by descriptive statistics. The result then was presented in the form of tables followed by discussions for further interpretation on the findings. Key findings include presence of Employee Resourcing Practices of Recruitments and Selection and learning and development practices with moderate level of practice. Even if the practice found to be moderate, it needs improvement since there is a gap in the implementation of policies and practices.

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study

Organizations have resources that help them to exist in the economy. One of the most important resources is the Human Resources and the science for managing this intangible resource is Human Resources Management. According to Rowland et al.(2016), the primary objective of the human resource is to achieve organizational goals and fast-track organizational performance. This shows that people management is the basis for organizational growth, development, performance, as well as productivity. Effective people management is seen as more critical and essential than other policies (Rowland, Olabisi, Oguntoyinbo, 2016).

Armstrong (2006) also stated the goal of Human Resources Management (people management) is to ensure that the organization is able to achieve success through people and aims to increase organizational effectiveness and capability – the capacity of an organization to achieve its goals by making the best use of the resources available to it.

Employee Resourcing is one part of the Human Resources management functions which is concerned with the placement of the right people at the right time. Linge & Kiruri quoted in Rowland et al.(2016) indicate that employee resourcing holds the key to success of any organization since it ensures that the right person fit to do the job is acquired in the organization. It is concerned with the procedures of obtaining and retaining a workforce with the necessary skills, competences, training, attitudes, knowledge, ethics and values (Rowland, Olabisi, Oguntoyinbo, 2016).

Armstrong & Tylor (2014) also stated People resourcing, often called ‘employee resourcing’ or simply ‘resourcing, is the term used to cover employment activities that ensure the organization has the people it needs, and deals with employee issues such as turnover and absenteeism issues. Thus, employee resourcing is a tool used by organizations to comprise the right people at the right time to meet their objectives.

The Human Resource function is the most crucial one to the effectiveness of the organization through people. However this function alone cannot bring magic change to the organization without integration with the organization business strategy. The Human Resources Function should be integrated with the business strategy. Delery quoted in Collings & Wood (2009) emphasised the need to integrate the Human Resources Management into the strategic management process and the strategic role of HRM in meeting business objectives. This strategic integration focuses on adopting strategic HRM that directly fits the outlined organizational strategy with regard to bringing competitiveness of the organizations.

Employee Resourcing is about the detail composition of the intangible resources, Human Capital. Human Capital stated by Armstrong & Tylor (2014) as measure of the skills, education, capacity and attributes of labour, which influence their productive capacity and earning potential. It is the knowledge, skills, competencies and other attributes embodied in individuals or groups of individuals acquired during their life and used to produce goods, services or ideas in market circumstances. Irrespective of the sector, sizes, ownership of the business employee resourcing practices affect the productivity and competitiveness the Business.

According to a study conducted by Addis Ababa Chamber of Commerce Sectoral Association (AACCSA, 2014), Manufacturing is the mechanical or chemical transformation of materials or substances into new products. It makes products from raw materials by the use of manual labour or machines and is usually carried out systematically with a division of labour. In a more limited sense, manufacturing is the fabrication or assembly of components into finished products on a large scale.

The Growth and Transformation Plan (GTP) I and II document indicates that Manufacturing is under-developed in Ethiopia - even by African standards - notwithstanding limited success in a few narrow areas such as leather and textiles. Several mutually reinforcing factors prevented the emergence of a stronger manufacturing base historically, including periods of isolation from global markets. Yet, Ethiopia has the means to change that due to several converging trends (Assefa, Bienen, Ciuriak, 2013).

Employee resourcing practice is one of the crucial Human Resources Management function in the modern business world. The manufacturing sector is the least developed but the most essential to the development of the nation's economy. There may be flourishing facts how organizations recruit talent that drives their goals and interest. Thus, this research examines the employee resourcing practices of ASMEN AND STEELY RMI Manufacturing PLCs.

1.2. Statement of the Problem

Employee Resourcing is the key and most important aspect of Human Resource to create sustainable development of organization. Employee resourcing holds the key to success of any organization since it ensures that the right person fit to do the job is acquired in the organization (Collings & Wood, 2009). In the 21st century, the competition is stiff; industries are in rivalry to attain their objectives by overwhelming the scarcity of resources. Accordingly, Organizations should be competent enough to attract customers and sustain in the economy. Employee Resourcing practices largely depends on the varying methods and techniques used by managers for the resourcing of their organizations, and how efficiently these methods and techniques are carried out.

Manufacturing is most important engine for long-term development of a nation, regardless of size in most cases the larger ones are state owned and private ones are medium scale. Employment is key issue in the sector including the absorption of unemployment but the current practice in the country is not as expected.

A study conducted by Srour, Haile, Vivarelli (2013) stated that Employment in the manufacturing sector was steadily increasing over the period 1996 - 2004, for both skilled and unskilled workers however happening in parallel with a decrease in average employment, which reflects a decline in firm size. Torington and Hall cited in Dainty, Harty, and Neale (2000) succinctly stated "Despite its importance, employee resourcing is often and under-managed aspect of HR within many organisations, and is often dealt with in a reactive way, within an absence of any link to organisational strategy." (P.52).

The above discussion indicate that Employee Resourcing practices in the manufacturing sector is fluctuating and needs rigorous study to find out the actual problem happening and

to recommend solutions to create effective resourcing strategy. AACCSA (2014) lists skill shortage as one of the Key Issues of the Metal and Engineering Products Industry Subsector. The Manufacturing Sector is Facing Challenges of Low productivity of labourers working in manufacturing industries.

The manufacturing sector in Ethiopia is still at its infant stage when compared to other developing countries even in African standards. In order to realise its contribution to the economy studying the sector, thus, becomes essential. Employee resourcing is also one of the key areas of the Human resources function that need to be explored since it can bring the required talent, skill, knowledge to add value and bring business organizations to the level competitive advantage demands. Moreover, the employee resourcing practices of the manufacturing industry in the private limited companies is not known. Thus, the employee resourcing practices of the manufacturing industry in the private limited sector needs an exploratory empirical study that can assess the current practices of how the sector is resourcing the talent it needs from the scarce labour market to get the right people at the right time and place to be successful in the competitive market economy.

ASMEN AND STEELY RMI Manufacturing PLCs are PLCs which are found in Addis Ababa, Ethiopia and there is no research conducted in the past which indicates how the employee resourcing practices of the organization is and there is no evidence which shows as there is no problem in the organization with regards to employee resourcing as indicated as a general fact above. Additionally, these organizations have been operating in Ethiopia for around two decades but due to unknown reason the workforce had been under reduction by 20-30% and the organizations want to study the cause of the reduction in the size of the organizations and their profitability. Moreover, per to informal data gathered from the employees of the organizations, employees are leaving the organization for some unknown reason and some don't even have the awareness what the organization's employee resourcing strategy is from the beginning.

Therefore, to address the mentioned shortcomings, the researcher intended to assess the employee resourcing practices of ASMEN AND STEELY RMI Manufacturing PLCs which are found in Addis Ababa, making recruitment & selection, learning and development and

other factors affecting the employee resourcing practices as the major focus area of the study. The study was also first initiated to answer the following research questions:

- A. What is employees perception towards employee resourcing strategy and its integration with the organization's business strategy?
- B. What is the perception of employees towards the recruitment and selection practice of the organisation?
- C. What is the perception of employees towards the learning and development practice of the organisation?
- D. What factors are more influencing the employee resourcing practices of the organization?

1.3. Research Objectives

1.3.1. General Objective

The overarching aim of this research is to examine the employee resourcing practices ASMEN AND STEELY RMI Manufacturing Private Limited Companies (PLCs) in Addis Ababa.

1.3.2. Specific Objectives

In line with the overall objective, the study has the following specific objectives:

- 1. To describe the existing ER practices in ASMEN & STEELY RMI Manufacturing PLCs;
- 2. To investigate the perception of employees towards the recruitment and selection practices of the organization.
- 3. To examine the perception of employees towards the learning and development practices of the organization.
- 4. To examine the major factors influencing ER practices of ASMEN &STEELY RMI Manufacturing PLCs;

1.4. Significance of the Study

The research finding will help to find framework and useful recommendations for ASMEN AND STEELY RMI PLCS and the private sector of the manufacturing industry at large. It will also contribute to the existing knowledge to the sector and reference for other researchers who want to work on similar problem areas. The result of this study expected to offer individuals, communities and researchers to develop awareness about the practices of ER and to give highlight regard to the practices of Recruitment and Selection and Learning & Development conducted by manufacturing PLCs as well. It serves as a secondary source of data for those who want to conduct further investigation in this area.

1.5. Limitation of the Study

- Sampling technique which purposive sampling and which is limited to some respondents who have the knowledge of employee resourcing subject matter. This was one of the limitation to the study since the respondents were limited in number assuming managerial position in the organizations and HR professionals.
- Lack of response from respondents; the technical managers of the two factories selected for this study were very busy and took time to complete the questionnaires on time. The challenge was overcome by consistently following up with the respondents and agreeing with their time frame of the respondents.
- All the questionnaires were not completed and returned leading to a response rate of 92%. Although this was considered adequate for the study, 100% response would have been preferable;
- This study was based on a sample limited to two private limited companies, whereas the Ethiopian manufacturing industry is comprised of 2610 establishments varying in size and ownership.

1.6. Scope of the Study

This study was limited to ASMEN AND STEELY RMI Manufacturing PLCs where their head offices located in Addis Ababa and branch offices at Debrezeit (Bishoft). The sample

respondents were national staff from these selected offices in Addis Ababa and branch offices at Debrezeit(Bishoftu) who are working on different grades and functional areas. The scope of this study is also limited to employee resourcing strategies adopted by ASMEN AND STEELYRMI Manufacturing PLCs regarding Recruitment and Selection and Learning and Development. The research is mainly confined to employee resourcing related activities that are carried out by the PLCs. Moreover, the study will not include other Manufacturing PLCs and similar institutions in the Ethiopian Manufacturing Sector.

1.7. Organization of the Paper

The research paper has five chapters structured according to the below framework;

Chapter 1 – Introduction: In the first chapter, the background of the study, problem statement, research questions, research objectives, scope, significance, Limitation if the study and organization of the study has been presented.

Chapter 2 - Literature Review: The second chapter present a review of literature pertinent to the study and discuss the conceptual framework underpinning this study. Relevant previous scholars work on the research topic reviewed here.

Chapter 3 - Research Design and Methodology: This chapter covers the research design and methodology, data sources, target population, sampling procedure and sample size, data collection instrument used to collect data, data analysis technique used for the study and ethical considerations for the study.

Chapter 4 - Data Analysis, Discussion and Presentation of Results: This chapter presented an analysis of the actual data and discussion, presentation and interpretation of results.

Chapter 5 – Summary of Findings, Conclusion and Recommendation: The last chapter provided a summary of the research findings, draw a conclusion and make recommendations arising from the findings of the study.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Introduction

The success or failure of any organization depends on the work force it comprises. This indicates that the management of the most crucial asset of the organization, the human resource is the critical part of the organization. Organizations whether they are government/state owned, private owned, could not exist without this critical resource. The Human resources is the competitive advantage of organizations. Different scholars defined human resources differently.

Armstrong (2006), for example, defined Human resource management as a strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives. Abdullah (2009) on other hand defined Human Resource Management (HRM) as the process of managing human talents to achieve organization's objective. Human Resources Management, thus, can be viewed as the most crucial and modern approach to get the best out of their intangible assets, people.

Human Resources Management is a strategic decision to manage the Human Capital to meet the organizations objectives effectively. Human capital consists of the knowledge, skills and abilities of the people employed in an organization. The role of human capital measurement is to assess the impact of HRM practices and the contribution made by people to organizational performance (Armstrong & Tylor, 2014). Nzuve & Musyoka (2012), also defined Human Capital as the stock of productive skills and technical knowledge embodied in Labour. Lawler (2008), indicated that organizations need to be designed to make human capital a source of competitive advantage. Creating an organization that relies on human capital for competitive advantage involves more than just improving on recruiting or adding new metrics. It means designing every organizational system with an eye to attracting, developing, retaining and motivating the best people.

2.2. Strategic Human Resources Management

If human resource is that crucial for the success of organizations and it brings competitive advantage, it should be viewed from strategic point of view. Armstrong & Tylor, (2014) defined Strategic human resource management (strategic HRM or SHRM) as an approach to the development and implementation of HR strategies that are integrated with business strategies and support their achievement. Collings & Wood (2009) similarly discussed the strategic HRM and clarified, as organizations adopting a particular strategy require HRM practices that may differ from those required by organizations adopting alternative strategies. Strategic Human Resources is, thus, the integration of the business strategy with the practices of Human Resources to meet the mission of the organization through the human.

2.3. Objectives of Human Resources Management

Human Resources is one of the major resourcing and support giving profession. The main objectives of the Human resource management is to ensure that the organization is able to achieve success through people. This objectives attained by setting two interrelated goals. The first goal requires supporting the organization in achieving its objectives by developing and implementing human resource (HR) strategies that are integrated with the business strategy (strategic HRM). The second goal requires contributing to the development of a high performance culture and third by ensuring that the organization has the talented, skilled and engaged people it needs, create a positive employment relationship between the employee and employer (Armstrong & Tylor, 2014).

2.4. Employee Resourcing

In order that organizations need to take competitive advantage over their rivals, they need to have a strong employee resourcing strategy and practice. Employee resourcing is the acquisition of the most qualified people at the right time at the right place. Ambrose & Philip (2015) stated Employee resourcing as the key to success of any organization since it ensures that the right person fit to do the job acquired in the organization. Similarly, Iles

(2013) said ‘that part of personnel and development which focuses on the recruitment and release of individuals from organisations, as well as the management of their performance and potential while employed by the organisation’.

Other scholars like Armstrong & Tylor(2014) defined the word to be used alternatively as people resourcing, employee resourcing or simply resourcing the term used to cover employment activities that ensure the organization has the people it needs, and deals with employee issues such as turnover and absenteeism issues. From their viewpoint, the employment activities comprise workforce planning, recruitment and selection, attracting and retaining people, managing employee turnover, absence management and talent management.

From these definitions, Employee Resourcing encompasses different functional areas of the Human Resources Management. It involves broad functions of HRM like staffing (i.e. Recruitment, selection, retention and dismissal), performance (i.e. Appraisal and management of performance), administration (policy development, procedural development, documentation) and change management (the importance of the resourcing function as a change agent).These functional areas can thoroughly affect the organizations performance, productivity. The failure of ER practices may endanger the organizations to loss their competitive advantage.

2.5. Employee Resourcing Strategies

Employee Resourcing Strategy is about organizations has coherent strategy in place that dictates the utilization of intangible resources to meet the objectives of the organizations. Resourcing is a sensitive part of HRM and should have its own strategy to practice it effectively. Different scholars have presented their view about ER strategies.

Armstrong& Tylor (2014)views ER as a very wide area of study, referring it People Resourcing Strategy or Resourcing Strategy or Human Resourcing. Resourcing is a vital organizational activity that recognizes that the strategic capability of a firm depends on its resource capability in the shape of people (Armstrong & Tylor, 2014). A study by Rowland, Olabisi & Oguntinyinbo (2016), on Employee Resourcing, stipulated that it is a strategic

activity that is essential in every organization and highly sensitive process that requires much thought, action and decision making as it has the capacity to enhance the growth of the organization as well as ensue the downfall of the organization.

The outcome of employee resourcing largely depends on the varying methods and techniques used by managers for the resourcing of their organizations and how efficiently these methods and techniques carried out. Many organizations are increasingly affected by the pace of change, impacting on employee attitudes and behaviour towards work (Rowland, Olabisi & Oguntoyinbo, 2016). These methods and techniques are systems used as a strategy. Now let us turn into various theories of ER strategies.

2.5.1. Theories of Employee Resourcing Strategies

Decision Theory

The Decision theory posits that employee resourcing depends largely on the ability of the human resource to make choices amongst alternatives (potential candidates), relating to who can do the job most efficiently. Baye in Rowland, Olabisi& Oguntoyinbo, postulates that it is imperative for the managers to consider the cost associated with recruiting each individual and analyse the individuals with lesser cost attached which will be of benefit to the organization as the main motive of the organization is to make profit (Rowland, Olabisi & Oguntoyinbo, 2016).

Resources Based View

This view dictates those resources that cannot be imitated or having no substitutes are the basic sources of competitive advantage. If organizations follow Employee Resourcing strategy that considers a resourcing view, they can get the best competitive advantage. The concept that the strategic capability of a firm depends on its resource capability in the shape of people (resource-based strategy) provides the rationale for resourcing strategy.

Barney cited in Sheikh, Hasnu, &Khan (2015), demonstrated the Resource-Based View (RBV), as a basis for the competitive advantage of a firm lies primarily in the application of the bundle of valuable interchangeable and intangible or tangible resources at the firm's

disposal. This theory states that these resources are heterogeneous, non-imitable and non-substitutable. Researchers such as Wernerfelt, Prahalad and Hamel and Barney quoted in Rowland, Olabisi&Oguntoyinbo (2016) indicated that organizations within in an industry can be heterogeneous based on the measure of resources they can lay their hands on or manage.

The uniqueness of a resource is seen as an essential element for a resource package to add to competitive advantage. The supporters of this view contend that organizations ought to scan within the organization to discover the sources of organizational competitive advantage as opposed to taking a look at creating a focused environment for competition (Rowland, Olabisi&Oguntoyinbo, 2016).

2.5.2. Integrating Business and Resourcing Strategies

Strategic Integration is about the link between the objectives defined by the Human Resources. Employee Resourcing strategy and the organizational business strategy. The business strategy should encompass the HRM practices in detail. According to Armstrong & Tylor (2014), the concept of Strategic Human Resources Management implies that HR strategies must be totally integrated with corporate/business strategies in the sense that they both flow from and contribute to such strategies.

Delery and Doty cited in Collings & Wood (2009) elaborated the integration between business strategy and HRM as strategic HRM is that organizations adopting a particular strategy require HR practices that may differ from those required by organizations. This alignment between HRM practices and competitive strategy has been labelled strategic fit (also vertical fit). Strategic fit stresses the importance of linking business objectives and HRM. Huselid quoted, in Collings & Wood (2009) clarified HR systems simultaneously exploiting the potential for complementarities or synergies among such practices and help to implement a firm's competitive strategy, are sources of sustained competitive advantage'. The implication is that Organizations' business strategy should be linked/integrated with the Employee Resourcing Strategy. Human Resources practices should incorporate in the business strategy as well.

2.5.3. Components of Employee Resourcing Strategies

ER is the most important part of the existence of organizations and has different components stipulated by different scholars. Armstrong and Tylor (2014), put in detail the resourcing components as Human Resource Planning, Recruitment, Selection and Placement, Introduction to the organization, Training, Learning and Development, Retention Strategy, Performance Management and Performance Appraisal, Talent Management, Career Management, Succession Planning and Flexibility Strategy.

Ogunyomi & Ojikutu (2014),classified the core activities of employee resourcing (ER) as human resource planning (HRP) and moving towards recruitment, selection and induction, performance management, learning and development, as well as recognition and reward. Whereas components of employee resourcing listed by Rowland, Olabisi & Oguntoyinbo(2016), as Human resource planning, Resourcing plans and motives, Flexibility Strategy, Talent Management Strategy.

From the above discussion, Employee Resourcing has different components to help the organization put the right person at the right time to get its competitive advantage through intangible resources, people. From the viewpoint of research objective, this research study focuses on the Recruitment and Selection and Learning and Development. These two components are interlinked with the business strategy directly and can affect the organizations positively to convey sustainable development or may affect negatively and surge to loss competitive advantage.

2.5.3.1. Recruitment and Selection

Recruitment and selection are two major functions of the Human Resource management where recruitment heads the selection process. Recruitment is all about finding pool of applicants from the labor market and selection is the systematic approach of getting the best out of the pool.

According to Armstrong and Tylor (2014), Recruitment and selection are two important functions of human resource management. Technically speaking the function of recruitment

precedes the selection function. It includes finding, developing prospective employees and attracting them to apply for jobs in an organization. Selection is the process of finding out the most suitable candidate to the job.

Opatha (2010) quoted in Gamage (2014) stated Recruitment as the process of finding and attracting suitably qualified people to apply for job vacancies in the organization whereas selection is the process of making the choice of the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy. The recruitment process has different activities included in it to collect the candidates' pool.

Job Analysis

Job analysis contains different strategic activities and is the most important process to clearly state the requirement of the job such as the duties, responsibilities, required skill, abilities, accountabilities, scope, purpose and the benefits package. It is a process of identifying the job descriptions and specifications of a specific job. The job description is list of duties, responsibilities, scope, purpose, accountability of the job. The other major point in the job analysis part is defining job specification based on the competencies required by the job. The competencies required by candidates helps to make sure the right person fit to the right job.

Schneider &Konz (1989) elaborated the goal of a strategic job analysis as specification of the tasks to be performed and the knowledge, skills, and abilities (KSAs) required for effective performance for a job as it is predicted to exist in the future. Any period for the future may be an appropriate frame of reference since this may vary as a function of the job in question and as a function of known or predicted strategic redirection of the organization.

Hall in Schneider &Konz (1989) put the issue of strategic human resource development this way: "It is the identification of needed skills and active management of employee learning for the long-range future in relation to explicit corporate and business strategies." In what follows we present our attempts to design a process through which the skills required by jobs in the future can be identified (Schneider &Konz, 1989).

Attraction

(Barber, 1998; Breaugh & Starke, 2000; Martinez, 2000; Taylor & Collins, 2000) in Dineen, Ash, & Noe (2002) stated the importance of recruitment in organizations is receiving increased recognition from both the popular and academic press and Researchers have called for more attention to issues pertaining to the applicant generation stage of recruitment and to individuals' attraction to organizations in particular. Schneider in Rynes & Barber (1989) referred as organizations have always been concerned about attracting and selecting the "right types" of employees. However, the relative attention paid to attracting, versus screening, new employees depends on many factors such as the relative attractiveness of the vacancy and the general state of the labour market.

The process is contact point for the organization and the candidates' pool from the labour market. Due to the current globalization, there are different and technology driven methods of attracting candidates in addition to the previous paper based one. Armstrong and Tylor (2014) stated attraction as a matter of identifying, evaluating and using the most appropriate sources of applicants. However, in cases where difficulties in attracting or retaining candidates being met or anticipated, it may be necessary to carry out a study of the factors that are likely to attract or deter candidates – the strengths and weaknesses of the organization as an employer.

According to Chapman et al.(2005) quoted in Collings & Wood (2009), attracting the best candidates is more critical to organizational success whilst those without qualifications find it increasingly difficult to become shortlisted. In the same way, from studies by Chartered Institute of Personnel and Development (2007), Indicates that organizations got problems in attracting and selecting best candidates. Attracting candidates is a tough part of recruitment includes advertisements through different Medias such as notice boards, newspapers, online recruitments, Recruitment agencies, referral/recommendations, headhunting and social media like twitter, LinkedIn, and Facebook. Report form 2013 CIPD survey indicate the main sources attraction used by employers were Online Recruitment, Social Media and Advertising (Armstrong & Tylor, 2014).

Selection

Selection involves different steps and should comprise approach in order to be successful in selecting the best candidate out of the candidates' pool. According to Ofori & Aryeetey quoted in Gamage (2014) selection is the process by which specific instruments are engaged to choose from the pool of individuals most suitable for the job available. Selection comprises sifting of applications, which result in a long list and short list of candidates. The short listed candidates then go through different selection tests such as interview and different types of tests written, technical, assessment. After all these assessment process the intended best candidate selected by the recruitment panel. As Henry & Temtime(2009) quoted in Gamage (2014) mentioned Selection as the systematic process of deciding on a specific individual to fill an available position.

After selection the prospective employee of the organization, go through different checking points like the medical and police clearance for possible previous criminal involvement, medical fitness for the post and reference checking from previous employers.

2.5.3.2. Learning and Development

Learning and development is one of the core areas of organizations get competitive advantage through people. This is the area where skills and knowledge in the organizations can be developed and changed to productivity. People may get their knowledge and skill before joining the organizations but should also continue learning new things including organizations' specific expertise. Based on the type of organizations, the learning may have different forms like formal learning, informal learning, coaching, training and development. This in general is called career development.

The consequences of these developments are that the importance of recruitment and selection as a mode of skill acquisition may well have increased, and that at aggregate level the mix of skills that organizations' training activities are meant to be creating has shifted substantially over the years (Bath, 2005). Harrison (2009)cited in Armstrong & Tylor, (2014) stated learning and development as the process of ensuring that the organization has the knowledgeable, skilled and engaged workforce it needs. It involves facilitating the

acquisition by individuals and teams of knowledge and skills through experience, learning events and programs provided by the organization, guidance and coaching provided by line managers and others, and self-directed learning activities carried out by individuals. (Armstrong & Tylor, 2014).

As per the trend from Deloitte 2015, Learning and development become one of the leading gaps that organizations should consider. From the trend analysis, organizations readiness to address the learning and development practice is still on decline stage. Learning and development comprises learning, training, education and development.

Learning

Learning is upgrading the individual's knowledge, skill, ability to perform a task and understanding of situations context through formal or informal learning settings. Learning is a systematic method individual get development of their knowledge, skill, abilities, behaviour and attitudes. (Armstrong & Taylor (2014). Through learning knowledge converted to specific skills, which is applicable to perform specific and most appropriate tasks and practices in organizations. To meet the individual and organization's needs, learning should be continuous to bring the individual up to the required knowledge and skill level.

Training

Training is a learning modality with a specific target audience to share knowledge and skill by expert so that the trainees can perform their jobs in a better way. Training has different modalities like on the job training and off- the job training.

Off-the-Job-Training: This type of training conducted out of the work place in a different locations including off-site classroom near the work place, special training facility dedicated training venue having the required facilities for special purposes, classrooms Training, vestibule-training setups, and specially constructed training laboratories (Jacobs, 2010).

On-the-Job Training (OJT) is a training session conducted at the work place at the same time working and doing. The responsible person assigned by the organization to transfer knowledge and skill to the team conducts the training (Jacobs, 2010).

Education

Education is the process of gaining general knowledge most of the time through formal education system. Education helps people to understand their knowledge and skill from various perspectives to enhance understanding and solve life's circumstances straightforwardly. It is also mentioned as the development of knowledge and understanding in all aspects. (Armstrong & Tylor, 2014).

Development

Development is a broader spectrum of learning and holds a move to the next step of the ladder. Development contains different methods and approaches for gaining knowledge and skill including trainings, coaching, mentoring. Armstrong and Tylor (2014) stated Development as "the growth or realization of a person's ability and potential through the provision of learning and educational experiences

2.5.4. Factors Affecting ER practices

Human Resource Planning

Bulla and Scott in Armstrong(2009) defined human resource planning as 'the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements'. Some scholars Human Resource planning also used the word alternatively with workforce planning. Reilly (2003) in Armstrong (2009) defined workforce planning as: 'A process in which an organization attempts to estimate the demand for labour and evaluate the size, nature and sources of supply which will be required to meet the demand'(Armstrong, 2009).

Ivanchevich cited in Collings & Wood (2009) defined Human resource planning as both a dynamic process and combines a number of possible ways forward and classified in to

different stages such as stock taking, forecasting. This helps to identify how many people are needed at every level of the Organization to achieve business objectives in line with overall strategic plans and what kind of knowledge, skills, abilities and other characteristics (KSAOs) these people need.

Armstrong (2006) divides forecasting into two sub-phases, forecasting future people needs(demand forecasting), and forecasting the future availability of people (supply forecasting).The third and final phase is assessing the gap between demand and supply in respect of present capacity, and present and future needs (ibid.). In other words, it is about distinguishing among existing capabilities what is missing in terms of people skills and capacities, and devising strategies to deal with them Collings & Wood (2009). Thus, Human Resource Planning is identifying the exiting workforce, forecasting the need for additional staff based on the strategic and resourcing objective to get the anticipated competitive gain.

HR Planning is one of the major problem in the HR since many requests are coming to the department simultaneously. Inadequate planning significantly may affect the employee resourcing practices due to rush hour functions such as short period for job analysis, attraction, short notice for interview and other selection processes. This leads in selecting the wrong candidate, which in turn will lead to a loss in competitiveness.

Supply of Adequate and qualifies workforce from labour market

Various factors can affect the Employee Resourcing practices of the organizations in the sector. Availability of competent candidates from the labour market can significantly affect the quality of the delivered ER practice. This may lead to “garbage in-garbage out”. When we say the organizations should have the right person at the right time, the current labour market should supply the employability opportunity; competent candidates’ pool that can provide the skill, knowledge, attitude to the market as required.

Mohana (2015) stated In dealing with firm productivity, the most common factor included by many researchers is the human capital variables measured by education level, training, educational expenditure, literacy rate and so forth. Human capital attainment especially in

terms of education and training plays an important role in determining firm's performance such as output, productivity and profit.

Strategic Integration of Employee Resourcing Strategy and Business Strategy

This one is one of the most important factors of the employee resourcing practices. HRM should practice the ER stated on the ER strategy by producing relevant policy and procedure which integrates the strategic objectives of the organization. This idea is discussed by Collings & Wood (2009) as the soft school ideology from Harvard school which emphasizes the importance of aligning HR policies with organizational strategy; it emphasizes the role of employees as a valuable asset and source of competitive advantage through their commitment adaptability and has congruent policies in place.

Effective Selection

Selection is the process of selecting the right person from the candidates' pool. If there is any problem during the selection process, the whole Employee Resourcing practice will be in serious problem. Thus if the selection process is not effective in the manufacturing PLCs under study, it can affect the employee resourcing practice. From study made by Sunday, Olaniyi & Mary(2015), inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual-recruit and can be distressing for managers who have to deal with unsuitable employees.

Effective Job Analysis

McCormick in Levine et al (1983) defined job analysis as a process by which jobs are subdivided into elements, such as tasks, through the application of a formalized, systematic procedure for data collection, analysis, and synthesis . Job analysis is defining the job to be performed and classifying a particular job with regard to the competencies required and getting the best fit from the supply side of the labour market.

The applicants profile be developed accordingly; pool should match and the selection of the right person based on the analysis done. This will help problem that can be faced by hiring a

person who has different competencies than the practical job. To effectively design the job line managers should be involved in the ER practice successful since they are the first contact points in relation to the work related issues. Sunday, Olaniyi & Mary(2015), also discussed this part as effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. This will help to avoid recruitment of under or over qualified employees which will lead to under performance or lack of job satisfaction (Sunday, Olaniyi& Mary, 2015).

Globalization/Technology

In the current globalization, organizations are forced to change their Employee resourcing strategies to a one which considers the current technology transformation. This technology transformation is breaking the issues about culture, diversity and created a knowledge that is based on the information technology. The employee resourcing practices may be linked this technology driven approaches such as use of the social media like Facebook, LinkedIn, online recruitment systems. People tend to use technology to get in the recruitment pool than applying through the normal application systems. A study conducted by Deloitte University Press on Global Human Capital Trends (2015) also indicates that cultural differences and diversity are some of the factors that have their own impact on ER strategy of a given organization.

2.6. Empirical Studies

Kemboi & Onyango, (2015) the study was conducted to determine the “effects of employee resourcing practices on organization performance in public secondary schools in Rachuonyo South Country” which the relationship between the employee resourcing and organization performance in secondary schools in Kenya. The data was collected by using structured questionnaire from 270 stratified samples. The findings were confirmed by the presence of relationship between employee resourcing and organizations performance but the significance level was small.

Mary (2015), a study conducted to assess “The Importance of the Strategic Recruitment and Selection Process on Meeting an Organization’s Objectives”. The study indicated that it is

essential for the right people to be employed for the right job in order for a business to grow and achieve its objectives. Furthermore, the study showed that recruitment and selection is becoming more and more prevalent as organizations are becoming more aware of the need for it in order to target objectives as well as endorse competitive advantage. The paper demonstrated the need to spend sufficient time and money on the recruitment and selection process and how important it is as it can make a huge impact on organization's objectives.

Sunday, Olaniyi & Mary (2015), the study was conducted to assess the impact of recruitment and selection on organizational performance from twenty (20) respondents' staff of Access Bank, odogunyan branch with questionnaire. The results indicated that, advertising of job vacancies to general public, use of employment agent(s) and employee referrals are mostly the mode for recruiting potential employees, it was also realized that the method used in the recruiting and selection process was very effective and moreover helped improve employee performance. The study revealed that the selecting and recruitment process are also characterized with lots of challenges, Among the recommendations made were that potential employees should all be treated fairly in the recruitment and selection process, more so employees must be appraised constantly to ensure that they improve upon their performance.

Mohana (2015), the study was conducted to assess "Performance Measurement of Manufacturing industries in Ethiopia" Using time series database of the central statistics Agency (CSA), the trend in the performance of the manufacturing sector is investigated taking labor productivity as a dependent performance indicator variable. The study covers 15 manufacturing industrial groups as categorized by the CSA. Based on performance reports and related literature reviews, factors that can affect the performance were identified and their influence was analyzed using fixed effects regression model. The result of the analysis indicated that there is overall improvement in the value added growth performance of machinery and equipment, food and beverages, footwear, luggage and handbags manufacturing categories. However, despite the textile and leather industries of Ethiopia have resource based competitive advantage, their performance growth rate is not promising.

The human capital, capital intensity, and the firm size (economies of scale) were found as major determinants of the performance of the sector.

UNDP (2017), the study made by UNDP (2017) on Ethiopian manufacturing sector performance confirmed the availability of a broad base of human capital is essential for the sustainability of growth and performance improvement of manufacturing firms in a competitive market. Depth of universal primary education and literacy levels ensure that on-the-job learning and cognitive skills of the workforce should be well present and advanced for better performance of manufacturing industries. Then investing enterprises find it easier to upgrade the skills of such workers, to use new and advanced technology and to continuously improve productivity for the continuous growth of efficiency and competitiveness in the sector. In general the study has indicated that human capital (i.e. human capital augmented labor) and workers experience are found to have significant contribution at all to the level of productivity of manufacturing firms.

AACCSA (2014), a study conducted by AACCSA & DAP DRT of a survey of manufacturing in Ethiopia, which comprises 2610 manufacturing establishments, covered eight subsectors namely food and beverage products, textile and apparel products, leather and leather products, wood and pulp products, chemical and chemical products, rubber and plastic products, other non-metallic minerals products and metal and engineering products industries. Recorded employment in the subsector estimated to be more than 13,000 workers, which its share is not as such satisfactory compared to its large employment holding capacity. Challenges discovered in the study were Shortage of supply of skilled manpower in the labor market and Lack of R&D for most manufacturing industries.

Akhta, Ding & Ge (2008), the study examined the factorial validity of strategic human resource management practices and their effects on company performance in a sample of 465 Chinese enterprises. Data were collected through two questionnaire surveys among general managers and HRM directors on product/service performance of their companies and a range of strategic HRM practices. Our findings indicate that a valid set of strategic HRM practices (training, participation, results-oriented appraisals, and internal career opportunities) affect both product/service performance and financial performance.

Employment security and job descriptions contribute uniquely to product/service performance, whereas profit sharing contributes uniquely to financial performance.

Abdullah (2009), Human resource training and development (HR T&D) in manufacturing firms is a critical aspect of the development of a knowledge-workforce in Malaysia. The objective of this study is to examine challenges to the effective management of HR T&D activities in manufacturing firms in Malaysia. In order to achieve this objective, in-depth interviews were conducted with 58 HR managers managing employees' training and development, employing a purposive or judgmental sampling technique. The study revealed three major challenges to the effective management of HR T&D. These include a shortage of intellectual HRD professionals to manage HR T&D activities, coping with the demand for knowledge workers and fostering learning and development in the workplace. It is hoped that the findings of this study will provide HR professionals with a clear understanding and awareness of the various challenges in managing effective HR training and development. Hence, relevant and appropriate policies and procedures can be developed and implemented for an effective management of HR T&D.

2.7. Conceptual Framework of the Study

The conceptual framework of the study comprises the main process of the strategic employee resourcing practices ASMEN & STEELY Manufacturing PLCs in Addis Ababa having their branch office in Debrezeit (Bishoftu) town. The strategic employee resourcing practice has the following main components and processes which will go through in detail. The process contains the business strategy, employee-resourcing strategy, and factors influencing the strategic employee resourcing practices, two selected components of strategic employee resourcing (Recruitment and Selection, Learning and development). The figure below describes the model in a figurative way and short description is followed below.

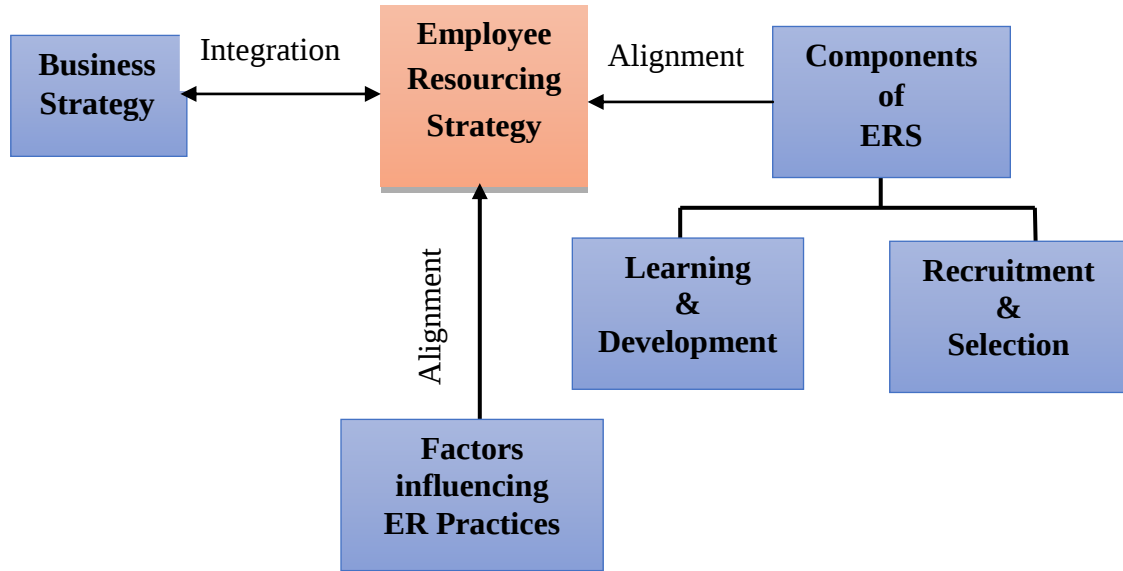


Figure 1: Conceptual Framework of the Study

CHAPTER THREE

3. METHODOLOGY

3.1. Introduction

This chapter deals about the research methodology and research design of the Employee Resourcing Practices of Manufacturing PLCs in Addis Ababa, (ASMEN AND STEELY RMI PLCs). It spells out the research design, data sources, data collection instruments, target population, sampling frame and sampling techniques, data analysis method, validity and reliability tests and ethical considerations that should be taken when doing the research study.

3.2. Research Design and Approach

Research design cover the different systems, approaches, scenarios a research study consider to answer the research questions, research problem. Based on research question to be studied, the descriptive research approach found to be best for the research under study. Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present (Kothari, 2004).

There are enormous types of research to carry out educational and social science research. Due to the nature of the research survey method is selected which is used to describe the characteristics of a population. In essence, what researchers want to find out is how the members of a population distribute themselves on one or more variables. A **cross-sectional survey** collects information from a sample that has been drawn from a predetermined population. Furthermore, the information is collected at just one point in time, although the time it takes to collect all of the data may take anywhere from a day to a few weeks or more (Fraenkel, Wallen & Hyun,(2014) . A carefully selected sample of respondents surveyed and a description of the population inferred from what is found out about the sample. Accordingly, since this study is made during a time frame of five weeks and does not

investigate a development, a cross sectional time horizon is suitable. Hence, the study applied cross-sectional census survey as the data were collected from April - May 2019.

3.3. Data Sources and Data Collection Instruments

To find out the appropriate response to the research problem and research questions of the study, primary data collection conducted through data collection instrument of type questionnaire. These questionnaires personally administered and adopted questions categorised based on the indicators as factors influencing ER practices; Business strategy; ER Practices and strategy; Recruitment and Selection and Learning and development practices. The questionnaire has type of 5-point Likert Scale, where 5 is the highest degree of agreement (strongly agree) and 1 is the least degree of agreement (strongly disagree).

The questionnaire adopted from Kemboi & Onyango (2015), Ogunyomi, P.&Ojikutu, R. (2014). Nzuve & Musyoka (2012), Ngui et al (2014) and Rowland, W., Olabisi, J. & Oguntoyinbo, C. (2016) different similar research results that can answer the research questions on Employee Resourcing Strategy, Business strategy, Factor Affecting Employee Resourcing Practices, Components of Employee Resourcing(Recruitment and Selection and Learning and Development). The questionnaires have two sections. The first part (Part 1) deals about the demographic data of respondents like Sex, age, education level, location of work, department and length of work experience. On the other hand Part 2 contains questions taking as parameter to answer the research questions of employee resourcing strategy and its cascading ideas. The questionnaires having closed ended questions since this type of questions are easy for coding and analysing.

3.4. Target Population, Sampling and Sample Size

The study targets two Manufacturing PLCs in Addis Ababa, Steely RMI and ASMEN PLCs. The two PLCs have their offices in Addis Ababa as a corporate level and have branch offices in Debrezeit(Bishoftu). The two PLCs have a total work force of 1389 with in the head offices and their branches. These two PLCs have different departments for support and technical/operations functions. Steely RMI has 772 employees where 67 assigned in the

Addis Ababa office and the 705 within the Factory operations branch office whereas ASMEN PLC has 617 employees incorporated with in different department with support and operations staff where 44 staff resides in the Addis Ababa office and 573 in the factory branch office. Thus, study population comprises survey of corporate managers, tactical managers (HR Managers and department Managers, Senior HR Professionals due to the nature of the subject under study. The research used single case study method that studied the context of current organization under study and used for similar organizations under similar situations. The target population of the study is the management members the two manufacturing PLCs and Human Resources Professionals who engaged with the employee resourcing practices.

This research study therefore used purposive sampling technique to select the sample for the specific data collection. Due to the nature of the subject, people who have direct contact to the employee resourcing practices selected. This includes the Human Resources and other department heads who are Employee Resourcing expertise and practitioners. This includes General Manger, Human Resources Director, Human Resources and Administration Managers, Human Resources Professionals, Operations Director and Department Managers. This sample comprises of 10 Head Office staff and 25 branch office managers totally 38 people filled the Questionnaires.

Table 1: Sample Distribution

Company	Respondents position	Population
ASMEN	Head office Managers and HR Staff	4
	Factory Managers	13
STEELY RMI	Head office Managers and HR Staff	6
	Factory Managers	15

Source Researcher's own data May, 2019

3.5. Data Analysis Techniques

Following the completion of data collection data processing was conducted through filtering inaccuracy, inconsistency; incompleteness and illegibility of the raw data to make analysis very easy. To solve such problems manual editing, coding, data entry, and consistency checking were done. To analyse data quantitative technique was employed. The data collected from questionnaire were analyzed through quantitative descriptive statistical tools such as percentages and frequencies, mean and standard deviations using SPSS version 20 computer software. Finally, the results were discussed and interpreted to draw important conclusions, recommendations and implications.

3.6. Ethical Consideration

The research study undergo the ethical considerations of the respective collaborators. When data collection was conducted consideration and protection against harming participants, harming organization's image, harming respondents', invasion of privacy and deception considered. Courtesy given to Informed consent of respondents, the respondent have the right to reject participation and the study undergone through respondents pure consent, confidentiality kept, participants were informed first for their consent, received approval from the management to conduct a research. According to Creswell (2014), Anonymity and confidentiality kept seriously. The responses to the questionnaires was anonymous, no one should know who said what.

CHAPTER FOUR

4. DATA ANALYSIS AND PRESENTATION

To answer the research questions and objectives of the study raised in the first chapter, the researcher has done a data collection from ASMEN & STEELY RMI Manufacturing PLCs and analysed by SPSS software using frequency & descriptive tests. The below tables show that the results of the analysis and discussions.

4.1. Response Rate

The sample for this study contained 38 ASMEN and STEELY RMI Management and Human Resource staff who have direct involvement in Employee Resourcing practices. Out of the total 38 questionnaires distributed, 35 questionnaires were returned with a 92% response rate. According to Creswell (2014) a non-response rate of 10% or less of the sample is adequate for data analysis.

The researcher continues the analysis and interpretation of data.

4.2. Demographic Information of Respondents

Gender distribution of respondents from the response indicted that 91.4% of the respondents were male and only the 8.6% of respondents were female. This shows the majority of the sample and the management posts in the organization held by male employees.

Table 2: Gender Distribution of Respondents

		Frequency	Percent
Valid	Female	3	8.6
	Male	32	91.4
	Total	35	100.0

Source, Researcher's own data, May 2019

Regarding the age distribution of the sample, the 57.1% of the respondents fall under the age 31-40 followed by 41-50 having a 22.9 %.

Table 3: Age Distribution

		Frequency	Percent
Age	More than 40	2	5.7
	20-30	5	14.3
	41-50	8	22.9
	31-40	20	57.1
	Total	35	100.0

Researcher's own data, May 2019

The educational background of respondents mentioned that the majority 51.4% were BSC/BA holders followed by 25.7% diploma holders.

Table 4: Education Level of Respondents

		Frequency	Percent
Valid	Masters	1	2.9
	Less than or Equal to 12	7	20.0
	Diploma	9	25.7
	BA/BSC	18	51.4
	Total	35	100.0

Researcher's own data, May 2019

Regarding the respondents' work experience, 48.6% of the total sample served the organization for more than 8 years followed by 1.1- 4 years, which shows 31.4%. This indicates that the organization have more senior management and HR staff.

Table 5: Length of Services

		Frequency	Percent
Valid	Less Than 1 year	1	2.9
	4.1-8 years	6	17.1
	1.1-4years	11	31.4
	More than 8.1 years	17	48.6
	Total	35	100.0

Researcher's own data, May 2019

When we see the respondents' location of work 51.43% were from Addis Ababa head offices whereas 48.57% were from Bishoftu Manufacturing Site. This indicates the two locations have almost similar sample size.

Table 6: Location of work

		Frequency	Percent
Valid	Bishoftu	17	48.6
	Addis Ababa	18	51.4
	Total	35	100.0

Source, Researcher's own data, May 2019

Department wise 51.4% of the respondents' were from support staff and 48.6% from operation department. The two departments have almost similar distribution of response.

4.3. Employee Resourcing Practices of the Organizations

4.3.1. Business Strategy

Assessing the employee perception of the organization being the general objective of the study, one of the researcher's question was to evaluate the overall perception of respondents with regard to the business strategy of the organization. With this regard, respective questionnaire were distributed and below, the table and subsequent interpretation of the result is stated.

Table 7: Business Strategy

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Management is adequately informed and proactive concerning issues related to manpower	0	2(5.7%)	8(22.9%)	18(51.4%)	7(20%)	3.86	0.81
Top-level management support integration of business strategy with the Employee Resourcing strategy	0	2(5.7%)	5(14.3%)	22(62.9)	6(17.1%)	3.91	0.74
Your company views human capital as a main source of competitive advantage in the Manufacturing industry and private sector	0	1(2.9%)	9(25.7)	20(57.1%)	5(14.3%)	3.8	.71
Aggregate result of the above statements	0	1.67	7.33	20	6	3.86	0.75

Source, Researcher's data, May 2019

Regarding the business strategy of Management is adequately informed and proactive concerning issues related to manpower, replies were as 2(5.7%) disagreed, 8(22.9%) neutral, 18(51.4%) agreed, 7(20%) strongly agreed. This indicates that the majority (71.3%) of the respondents agreed about organizations have the required information about the work force in the organization and treat the labor with proactive measures having a mean 3.86 and standard deviation of 0.81 respectively. A previous study by Rowland et al (2016) stipulated similar result. Referring top-level management support integration of business strategy with the Employee Resourcing strategy, respondents expressed their reply as 2(5.7%) disagreed, 5(14.3%) neutral, 22(62.9) agreed and 6(17.1%) strongly agreed. From the response, the top level management support the integration of the business strategy with the employee resourcing strategy through a mean of 3.91 and standard deviation 0.74. Thus, the organization business strategy integrated with the employee resourcing strategy.

Thus, the management of Asmen and Steely RMI PLCs have business strategy, which considers the human resource policies and procedures practices in it. The organization human resources practices policy implementation, procedure design and day today activities of recruitment and selection, Learning & Development are aligned with the organizations' overall objective, as a business organization, it means increasing shareholders' profit.

Regarding the question the company views human capital as a main source of competitive advantage in the manufacturing industry and private sector responses were as none of the respondents strongly disagreed, 1(2.9%) disagreed, 9(25.7) neutral, 20(57.1%) agreed and 5(14.3%) strongly agreed, with a mean 3.8 and standard deviation of 0.71. Thus, the majority of the respondents agreed on the company views human capital as a main source of competitive advantage in the Manufacturing industry and private sector. In most organizations

Per to the aggregate mean result of the three statements, according to respondents, the integration of business strategy of the organization with employee resourcing strategy is appreciated at a rate which is above moderate/average level. This shows that the practice is not appreciated highly and to improve the level of appreciation by its employees, the organization need to create ways on how to link its business strategy with the employee resourcing strategy of the organization, which in turn will have a great impact on the organization's overall performance.

4.3.2. Employee Resourcing Strategy

Since the other research question of the researcher was to assess the perception of the selected respondents on the employee resourcing strategy of the organization, the researcher requests the below questions and analysed the result accordingly.

Table 8: Employee Resourcing Strategy

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
The organization has clearly defined ER strategy	1(2.9%)	5(14.3%)	13(37.1%)	13(37.1)	3(8.6%)	3.34	0.94
The resourcing strategy explore methods of recruiting the number of people required and finding staff with the necessary skills and experience, who are likely to deliver the desired sort of behaviour and who will fit into the organization's culture readily	3(8.6%)	4(11.4%)	7(20%)	18(51.4%)	3(8.6%)	3.40	1.09
Organization's recruitment strategy has an influence on getting the right people at the right time to get competitive advantage	3(8.6%)	6(17.1%)	6(17.1%)	18(51.4%)	2(5.7%)	3.29	1.10
Organization's selection strategy has significant effect on the operations of organizations	0	2(5.7%)	11(31.4%)	19(54.3%)	3(8.6%)	3.66	0.73
Organization takes Skill development as significance in the level of innovativeness of the organization/		7(20%)	13(37.1)	14(40%)	1(2.9%)	3.26	0.82
Aggregate result of the above statements	1.4	4.8	10	16.4	2.4	3.39	0.936

Source, Researcher's own data, May 2019

From the response on the existence of clearly defined Employee Resourcing Strategy 1(2.9%) strongly disagree, whereas 5(14.3%) of the respondents disagree, 13(37.1%) neutral, 13(37.1) agreed, 3(8.6%) strongly agreed. Thus, 45.7% of the respondents agreed there is a clearly defined employee resourcing strategy in place whereas the 17.2% expressed their disagreement and this figure indicates there is an employee resourcing strategy but there is a restriction. Previous study by Ngui et al (2014) stated the same result on the presence of employee-resourcing strategy with some limitations.

Referring the question "resourcing strategy explore methods of recruiting the number of people required who have the necessary skill and finding staff with the necessary skills and experience, who are likely to deliver the desired sort of behaviour and who will fit into the organization's culture readily", the respondents' answers were as 3(8.6%) strongly disagree, 4(11.4%) disagree, 7(20%) neutral, 18(51.4%) agree and 3(8.6%) strongly agreed with a mean and standard deviation of 3.40 and 1.09 respectively. Thus, the majority of the respondents mentioned their agreement of the practices of methods of recruiting.

Respondents about the influence recruitment strategy on getting competitive advantage through people said 3(8.6%) strongly disagreed while 6(17.1%) disagree, 6(17.1%) were neutral, 18(51.4%) agreed and 2(5.7%) strongly agreed. The mean and standard deviation also confirm that 3.29 and 1.10. Out of the total 57.1% showed there is influence on the recruitment strategy to get competitive advantage over their rivals through people. This was consistent with the study by Nzuve & Musyoka (2012), a firm's human capital was the major source of competitive advantage.

The response about the question "Organization's selection strategy has significant effect on the operations of organization" was that none of the respondents strongly disagreed whereas 2(5.7%) disagreed, 11(31.4%) neutral, 19(54.3%) agreed and 3(8.6%) strongly agreed where the mean and standard deviation found to be 3.66 and 0.73. Thus, the organizations' selection strategy is affecting the operation of the organization with high agreement with the respondents. This result was similar with a study by Rowland, et al (2016) confirming the selection strategy affects the organization's operations. Interpret result in the context of the socio economic realities in Ethiopia.

Regarding the Organization takes Skill development as significance in the level of innovativeness of the organization seen as 7(20%) of the respondents disagreed,

13(37.1%) neutral, 14(40%) agreed and strongly agreed 1(2.9%) having a mean 3.26 and standard deviation of 0.82. respondents mentioned their agreement moderate level. However, a study by Rowland, et al (2016), got different result Saying “a majority of the respondents agree that the organization provides opportunities for career development which enhances the skill development of the employees”.

Per to the aggregate mean result of the questionnaire, according to respondents, the employee resourcing strategy of the organization is appreciated at a moderate level. This again shows that the practice is not appreciated highly and the organization needs to give attention well with regards to improving its employee resourcing strategy as its impact is unquestionable. The employee resourcing strategy needs awareness to staff and management so that it is implemented with good practices. Referring to the last question, where skill development used for companies competitive advantage, the respondents mentioned their disagreement contradicting the organizations’ policies and principles which says the organization uses skill development for better performance.

According to the respondents, the main role of organizations’ staff is to perform their jobs efficiently, provide the necessary skills and expertise and contribute their share in order to meet the firms’ overall objectives and support the organizations to achieve further success. The respondents also confirmed affirmatively that HR is involved in the strategic business planning process at moderate level, which was carried out in a very detailed manner where all the departments within the organizations’, including HR were involved and consulted. Furthermore, it was confirmed that all of the firms’ strategies derive from the business strategy, which is highly linked with all departments including HR. Accordingly; the ER strategy is also aligned with the organization’ business strategy. Top level management also supports and works closely with the HR department to improve the various HR practices, including employee resourcing

4.3.3. Components of Employee Resourcing

4.3.3.1. Recruitment and Selection Practice

Employee resourcing practice has different components as discussed in literature review part by different scholars. However, this study only focused on two of the major components Recruitment & selection and Learning & Development. The table below discusses about the analysis results of the two components with the aim of examining the third research question.

Table 9: Recruitment & Selection Practices

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
The organization has fair & transparent recruitment & Selection procedure		4(11.4%)	8(22.9%)	16(45.7%)	7(20%)	3.74	0.92
Job to be performed is broken into smaller units and well understood before embarking on employment process (job analysis)	0	4(11.4%)	9(25.7%)	15(42.9%)	7(20%)	3.71	0.93
The organization attracts talented people to apply for vacancy	1(2.9%)	1(2.9%)	8(22.9%)	23(65.7%)	2(5.7%)	3.69	0.76
Employees are sourced using recommendations from existing employees and family members	4(11.4%)	1(2.9%)	14(40%)	14(40%)	2(5.7%)	3.26	1.04
Job is fully explained to the prospective employee during employee selection (realistic job preview)	1(2.9%)	5(14.3%)	5(14.3%)	17(48.6%)	7(20%)	3.69	1.05
Interview is a regular feature in the selection process	2(5.7%)	2(5.7%)	3(8.6%)	20(57.1%)	8(22.9%)	3.86	1.03
Job applicants are subjected to employment test before selection is made		1(2.9%)	8(22.9%)	17(48.6%)	9(25.7%)	3.94	0.87
Aggregate result of the above statements	1.33	2.57	7.86	17.43	6	3.70	0.94

Source, Researcher's own data, May 2019

From the above table the respondents replied about the organization has fair & transparent recruitment & Selection procedure as 4(11.4%) disagreed, 8(22.9%) neutral, 16(45.7%) agreed, and 7(20%) strongly agreed with a mean value of 3.74 and standard deviation of 0.92. From the total sample, the majority agreed for the presence of fair and transparent recruitment and selection procedure. Previous study by Ambrose & Philip (2015) mentioned the same result having fair and transparent recruitment and selection procedure.

About the question the organizations conduct job analysis, responses were as disagreed 4(11.4%), neutral 9(25.7%), agreed 15(42.9%), strongly agreed 7(20%) with a mean 3.71 and standard deviation of 0.93. The replies indicated that majority of the respondents mentioned their agreement on the presence of job analysis. A similar study by by Ogunyomi & Ojikutu (2014) showed consistent result by conducting job analysis.

Vis-à-vis sub construct how the organization attracts talented people to apply for vacancy replied as 1(2.9%) strongly disagreed, 1(2.9%) disagreed, 8(22.9%) neutral, 23(65.7%) agreed and 2(5.7%) strongly agreed with a mean value of 3.69 and a standard deviation of 0.76. Thus, the majority of the respondents agreed the organization attracts talented candidates for vacancy. Previous study by Nzuve & Musyoka (2012), confirmed attraction of talented people to a moderate level where both results elaborate the attraction in a positive manner.

About the question, employees are sourced using recommendations from existing employees and family members, respondents answered as 4(11.4%) strongly disagreed, 1(2.9%) disagreed, 4(40%) neutral, 14(40%) agreed and 2(5.7%) strongly agreed with a mean value of 3.26 and standard deviation of 1.04. Regarding the question responded mentioned their agreement with moderate level which needs attention and consideration. This question has been in the policy and principles document of the two organizations where stating “No recruitment of an individual will take place in a Department in which a relative of that person is a supervisor of, or may be supervised by, the applicant” but the result indicated that there is moderate level of agreement which means this principle was not 100% in practice. Thus there should be a remedy to improve the recruitment of family members with the right policy and procedure.

Concerning the question Job is fully explained to the prospective employee before and during employee selection (realistic job preview) response rate was 1(2.9%) strongly disagreed, 5(14.3%) disagreed, 5(14.3%) neutral, 17(48.6%) agreed and 7(20%) strongly agreed with a mean value of 3.69 and standard deviation of 1.05. Thus, majority of the respondents agreed on the practice of job preview.

Whereas about the question about Interview is a regular feature in the selection process respondents showed their agreement as 2(5.7%) strongly disagreed, 2(5.7%) disagreed, 3(8.6%) neutral, 20(57.1%) agreed and 8(22.9%) strongly agreed with a mean value of 3.86 and 1.03. From the total sample majority replied with agreement and the majority of the staff agreed on the interview practice, which is the most common selection method. Concerning the idea Job applicants are subjected to employment test before selection is made response was as 1(2.9%) disagreed, 8(22.9%) neutral, 17(48.6%) agreed and (25.7%) strongly agreed with a mean value of 3.94 and a standard deviation of 0.87. This question agreed by most of respondents and this supports the selection practice accompanied by employment tests. Previous research by Ogunyomi & Ojikutu (2014) got the same result on the questions about employee referral, employment tests before selection, interview as a method of selection and ensured the consistency.

Per to the aggregate mean result of the questionnaire, according to respondents, the Recruitment and Selection practices of the organization is appreciated at a moderate level. This again shows that the practice is not appreciated highly and the organization needs to give attention well with regards to improving its recruitment and selection practice. The organizations' policy and principle regarding the recruitment and selection mentioned there should be practice with staffing that gives due consideration for the qualification, ability, knowledge, & skill of selected candidates whereas the result is moderate means this principles were not practiced as mentioned by the guiding documents. The recruitment of recommendations and family members indicative of some gap in the practice.

4.3.3.2. Learning and Development Practice

Table 10: Learning & Development Practices

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
Learning and development strategy is clearly defined		6(17.1%)	9(25.7%)	17(48.6%)	3(8.6%)	3.49	0.89
Learning and development practices are based on job rotation		6(17.1%)	7(20%)	18(51.4%)	4(11.4%)	3.57	0.92
Educational support facility provided by the organization	13(37.1%)	13(37.1)	3(8.6%)	5(14.3%)	1(2.9%)	2.09	1.15
Organization support staff training and development	5(14.3%)	6(17.1%)	6(17.1%)	17(48.6%)	1(2.9%)	3.09	1.17
Extensive training programs are provided for employees	3(8.6%)	5(14.3%)	11(31.4%)	14(40%)	2(5.7%)	3.2	1.05
There are formal training programs to teach new hires the skills they need to perform their jobs.	7(20%)	6(17.1%)	9(25.7%)	13(37.1%)		2.8	1.16
Formal training programs are offered to employees in order to increase their promotability in this organization.	2(5.7%)	3(8.6%)	11(31.4%)	18(51.4%)	1(2.9%)	3.17	1.12
Employees who desire promotion have more than one potential position they could be promoted to.	2(5.7%)	11(31.4%)	3(8.6%)	17(48.6%)	2(5.7%)	3.37	0.91
Their immediate supervisors know employees' career aspirations within the company.	2(5.7%)	5(14.3%)	5(14.3%)	19(54.3%)	4(11.4%)	3.51	1.07
Aggregate statement result	3.78	6.78	7.11	15.33	2.25	3.14	1.05

Source, Researcher's own data, May 2019

Referring the other component of employee resourcing practice, learning and development the response for the existence of clearly defined Learning and development strategy were as 6(17.1%) disagreed, 9(25.7%) neutral, 17(48.6%) agreed and 3(8.6%) strongly agreed with a mean value of 3.49 and standard deviation of 0.89. From the response majority of the respondents mentioned that the existence of clearly defined learning and development strategy in place with a 17.1% disagreement rate.

Learning and development practices are based on job rotation 6(17.1%) disagreed, 7(20%) neutral, 18(51.4%) Agreed and 4(11.4%) strongly agreed with a mean of 3.57 and standard deviation of 0.92. Therefore, the majority of respondents agreed on learning and development based on rotation moderate level. Previous study by Nzuve & Musyoka (2012) shows that learning and development practices were needs on the organization's such as teamwork, coaching and job rotation. However, organizations L&D practice based on rotation assume as a skill gain to employees and the organization encourages it. The result is indicative of there is a gap in the company's policies and practices which should be improved to practice as written in the policy documents.

Where Mentioning about Educational support facility provided by the organization respondents replied as 13(37.1%) strongly disagreed, 13(37.1) disagreed, 3(8.6%) neutral, 5(14.3%) agreed and 1(2.%) strongly agreed with a mean value of 2.09 and standard deviation of 1.15. From the response, the majority of the respondents mentioned their disagreement on the existence of education support with a 25.8% agreement rate. Education is one of the development areas to acquire general knowledge. Thus the organization lack this component of educational assistance to staff learning and development. A study by Nzuve & Musyoka(2012) on the contrary support staff educational assistance, *"refund of tuition and examination fee at a rate of 30 % of the expenses upon satisfactory completion of studies. In addition, the organisation sometimes promoted employees who pursued further studies to satisfactory completion"*. The result indicated more than average number of respondents indicated their disagreement and this is a sign of violations the L &D policies and principles stipulated by the organizations.

Regarding to the question Organization support staff training and development respondents mentioned their agreements as 5(14.3%) strongly agreed, 6(17.1%)

disagreed, 6(17.1%) neutral, 17(48.6%) agreed, and 1(2.9%) strongly agreed with a mean value of 3.09 and standard deviation of 1.17. From the total response showed moderately their agreement on the existence of training and development practice with some disagreement, which is also a significant amount of concern for off the job training support. Previous Study by Ambrose & Philip (2015) also got similar result of the question.

About the questionnaire extensive on the job training programs are provided for employees, responded as 3(8.6%) strongly disagreed, 5(14.3%) disagreed, 11(31.4%) neutral, 14(40%) agreed and 2(5.7%) strongly agreed having a mean 3.20 and standard deviation of 1.05. Moderate number of the respondents mentioned their agreement on the existence of extensive training program. . Regarding the question there are formal training programs to teach new hires the skills they need to perform their jobs respondents showed their agreement 7(20%) strongly disagreed, 6(17.1%) disagreed, 9(25.7%) neutral, and 13(37.1%) agreed where none strongly agreed with a mean of 2.80 and standard deviation of 1.16. The response rate about this question has similar number of agreement and disagreement. This construct measures the induction and acquiring of new skill on the new job where 37.2% agreed on the training/induction programme to new joiners. This will affect the organization performance since new joiners will take long time to learn new skill and may affect the organization performance significantly. Previous study by Ding & Ge (2008), the response regarding training programmes are in the middle and not strong not weak. The study also showed the same result with majority agreement and the disagreement number is significant in the middle range.

Referring to the question, Employees who desire promotion have more than one potential position they could be promoted to respondents mentioned their view as 2(5.7%) strongly disagreed, 11(31.4%) disagreed, 3(8.6%) neutral, 17(48.6%) agreed and 2(5.7%) strongly agreed having a mean of 3.37 and a standard deviation of 0.91. the respondents mentioned their agreement level moderately. This is a career development possibility question where moderate level agreed still there is a significant disagreement response rate.

Whereas the question about their immediate supervisors know employees' career aspirations within the company was responded as 2(5.7%) strongly disagreed, 5(14.3%)

disagreed, 5(14.3%) neutral, 19(54.3%) agreed and 4(11.4%)strongly agreed where the mean was 3.51 and standard deviation of 1.07. Regarding the support from supervisors on the employees career development majority agreed on the supervisors support. Prior study by Ding & Ge (2008), shows that although organizations under study have recognized the importance of these three practices, the application of these practices has met with some problems.

Per to the aggregate mean result of the questionnaire, according to respondents, the Learning and development practice of the organization is appreciated at a moderate level. This again shows that the practice is not appreciated highly and the organization needs to give attention well with regards to improving its learning and development practice. The policy and principles document stipulates the components of L& D like training, education, learning and development are vital to employees' and organizations' growth whereas as the practices indicated variance that may impact the competitiveness of the organizations. Organizations globally need to consider this aspect of ER for competitiveness since knowledge, skill, and ability are vital tools of success.

4.3.3.3. Factors Affecting Employee Resourcing Practices

The other point regarded from the research question was the factors affecting the Employee resourcing practices of organizations. The responses of respondents discussed in the table below and following.

Table 11: Factors Affecting ER Practice

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation
The organization has clearly defined Human Resources Planning strategy aligned with the overall corporate strategy	2(5.7%)	3(8.6%)	11(31.4%)	16(45.7)	3(8.6%)	3.43	0.98
The organizations Employee Resourcing practice affected by Globalization and ICT	0	2(5.7%)	11(31.4%)	19(54.3%)	3(8.6%)	3.66	0.73
The organization conduct demand and supply forecasting to avoid deficit and surplus of human capital	2(5.7%)	3(8.6%)	11(31.4%)	16(45.7%)	3(8.6%)	3.43	0.98
HR Staff have required capability to implement effective Employee Resourcing practices	2(5.7%)	1(2.7%)	6(17.1%)	15(42.9%)	11(31.4%)	3.91	1.07
Hiring managers are involved in the recruitment process by guiding a leading the recruitment process		2(5.7%)	6(17.1%)	16(45.7%)	11(31.4%)	4.03	0.86
Aggregate statement result	1.5	2.2	9.0	16.4	6.2	3.7	0.9

Source, Research's own data, May 2019

The response for the question “The organization has clearly defined Human Resources Planning strategy in place” was as 2(5.7%) strongly disagreed, 3(8.6%) disagreed, 11(31.4%) neutral, 16(45.7%) agreed and 3(8.6%) strongly agreed with a mean 3.43 and standard deviation of 0.98. The response showed there is a clear human resource planning integrated with corporate strategy which is one of the major factors of ER practice with moderate level of agreement and needs consideration. Previous Study by Ngui et al (2014), showed the same result with majority of the respondents agreed whereas this study shown moderate level of agreement.

Regarding the effect Globalization and ICT on the ER practice respondents strongly disagreed whereas 2(5.7%) disagreed, 11(31.4%) neutral, 19(54.3%) agreed and 3(8.6%) strongly agreed where the mean and standard deviation found to be 3.66 and 0.73. Thus, the majority of the respondents mentioned their agreement indicating that the current globalization and ICT affecting ER practices.

Previous study by Global Human Capital Trends, Deloitte (2015), indicated same result showing the globalization and cultural diversity affecting human capital.

From the sub construct the organization conduct demand and supply forecasting to avoid deficit and surplus of human capital responses were as 2(5.7%) strongly disagreed, 3(8.6%) disagreed, 11(31.4%) neutral, 16(45.7%) agreed and 3(8.6%) strongly agreed with a mean of 3.43 and standard deviation of 0.98. Majority of the respondents mentioned their agreement on conducting demand and supply of work force. From similar study by Ogunyomi & Ojikutu (2014) Human resource planning (HRP) plays an important role and was consistent.

The respondents’ answer on Human Resources Staff have required capability to implement effective Employee Resourcing practices were 2(5.7%) strongly disagreed, 1(2.7%) disagreed, 6(17.1%) neutral, 15(42.9%) agreed and 11(31.4%) strongly agreed having a mean of 3.91 and standard deviation of 1.07. The majority of the respondents agreed the capacity of the HR professionals to implement the employee resourcing practice. A study by Deloitte University Press, Deloitte (2016) confirmed that HR’s role is expanding beyond its traditional focus on talent management, process, and transactions. HR is becoming an innovative consultant with a

broad responsibility to design, simplify, and improve the entire employee and candidate experience (Deloitte, 2016).

On the other hand for question about hiring managers involvement in the recruitment process by guiding a leading the recruitment process respondents' answered as 2(5.7%) disagreed, 6(17.1%) neutral, 16(45.7%) agreed, and 11(31.4%) strongly agreed with a mean value of 4.03 and 0.86. Thus, from the total sample, the majority indicated their agreement on the involvement of hiring managers. A study by Adeyemi et al, (2015), shows that 40% of the respondents agree that management circumvent the recruitment process, 55% disagree while 5% did not answer the question.

Per to the aggregate mean result of the questionnaire, according to respondents, the factors influencing employee resourcing practices of the organization is appreciated at a moderate level. This again shows that the practice is not appreciated highly and the organization needs to give attention well with regards to

CHAPTER FIVE

5. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

To answer the research questions and describe the existing ER practices in ASMEN & STEELY RMI Manufacturing PLCs, as discussed in the previous chapters, the following are the major findings, conclusions and recommendation.

5.1. Presentation of Findings

Business Strategy

Referring questionnaire responses and subsequent analysis, the Management of ASMEN and STEELY RMI manufacturing PLCs are adequately informed and proactive concerning issues related to work force, the Management took the required appropriate actions to ensure that the organizations have the right person at the right time. In addition, the study also confirmed that the top-level management support the integration of business strategy with the employee resourcing strategy. This helps the organizations employee resourcing strategy support the success of the organizations pertaining overall objectives. The organization views human capital to get competitive advantage in the manufacturing section at moderate level which means more should be done to the business strategy.

Employee Resourcing Strategy

Regarding the existence of employee resourcing strategy, the respondents mentioned their agreement at moderate level. This is indicative of there should be improvement on the resourcing strategy which is the most important document to meet organizations' mission. The study confirmed that by majority responses the organization's resourcing strategy explore methods of recruiting the number of people required. The result supports the idea of getting the best people who can move the organizations to success. On the other hand, the majority of the respondents mentioned their agreement on the influence of recruitment strategy on getting competitive advantage through people over their rivals. Thus, the recruitment strategy as the first stage of getting the best people through different systematic approaches showed positive result from the study. Moreover, the

study confirmed that the Organizations' selection strategy has significant effect on the operations of organizations. Thus, the organization's selection strategy is affecting the operation of the organization with majority agreement. Regarding Skill development implication in the level of innovativeness of the organization, result revealed that the organization takes skill development in favour of innovativeness in a moderate manner. Thus, skill development needs consideration from the management as it can improve the required knowledge, skill, and competencies of staff and increase innovativeness of the organization which can lead to getting best out of the existing talent pool.

Recruitment and Selection Practice

Referring the presence of organizations' fair & transparent recruitment & Selection procedure, the majority of the respondents agreed for the existence of fair and transparent recruitment and selection procedure. Thus, the organizations can get the required candidates pool and select the best candidates. Furthermore, the respondents mentioned their agreement on the presence of job analysis process. The result confirmed that the organizations design the required job requirements, job descriptions and job specifications and competencies to attract the required talent. In favour of the organizations' attracting talented people to apply for vacancy, the majority of the respondents agreed on this idea and confirmed that the attraction system is up-to the expectation of the organizations.

Regarding the idea of Employee sourcing using recommendations from existing employees' and family members, moderate level of respondents mentioned their agreement of the recruitment and selection of existing, employees and family members. Thus, organizations should give due attention to employee referral system which is sometimes helpful and sometimes risky in the efficiency of placing the right person at the right time. Assessing the explanation of a job to the prospective employee during employee selection (realistic job preview), majority of the respondents agreed on the practice of job preview where the job explained to new joiners at the selection stage mostly at the time of interview. Referring the practice of interview as a regular feature in the selection process, the majority of the staff agreed on the interview practice, which is the most common selection method. Additionally, the majority of respondents agreed about Job applicants' employment test before selection. This supports the selection

practice accompanied by employment tests, which is very crucial in the manufacturing sector.

Learning and Development practice

Referring Learning and development strategy is clearly defined from the response majority of the respondents mentioned that the existence of clearly defined learning and development strategy in place. Since learning and development is the area of getting additional knowledge with in the organizations, the presence of L & D strategy helps the organizations. Referring the Learning and development practices based on job rotation, the majority of respondents agreed on learning and development based on rotation in a moderate manner. Thus, learning and development regarding job rotation can support the staff to recognize different parts of the production cycle, increase motivation and advance career development. This part is moderately practiced and needs improvement from the organizations' to align with the policy and principles stipulated.

However, regarding the presence of educational support facility provided by the organizations, the majority of the respondents showed their disagreement and this is indicative of the nonexistence of education assistance scheme in the organizations. Thus the organization lack this component of educational assistance to staff learning and development almost totally and this is the major area of concern since learning is the source of development to staff and to the organization as a whole. Besides, organization support staff training and development and extensive training programs, from the total response almost half of the respondents showed their agreement moderate level and needs consideration as this is one of the area where knowledge and skill developed and there is a gap in this regard.

Referring, the idea of formal training programs to teach new hires to acquire the skills they need to perform their jobs, almost equal number of agreement and disagreement between the respondents. (37%). This will affect the organization performance since new joiners will take long time to learn new skill, damage the workflow and procedures. Thus, this is one of the area where the management needs consideration for improvement. About the existence of possible posts and formal training programs for promotion, the respondents mentioned their moderate level of agreement. This is a career development possibility question where staff gets the opportunity to promotion and

develop in the organization. Thus, the organization should consider the gap and needs improvement points for the future. Vis-à-vis the support from supervisors on the employees' career development, majority agreed on the supervisors support. Thus, the supervisors have positive attitude towards their subordinates' career aspirations.

The other research question and research objective was the “major factors affecting the employee resourcing practices”. There are many factors that can affect the employee resourcing practices of the manufacturing PLCs but the major ones are discussed here.

Factors Affecting Employee Resourcing Practice

Regarding the organization has clearly defined Human Resources Planning, which is aligned with overall corporate strategy, the response, showed moderate agreement on the presence of clear human resource planning which is one of the major factors of ER practices and confirmed moderate level of agreement. Thus, the organization needs consideration of the human planning and the alignment the organizations top-level management and the HR department should work together to align the business strategy with the HR practice and vice versa. However, the effect Globalization and ICT on the ER practice, the majority of the respondents mentioned their agreement indicating that the current globalization and ICT affecting ER practices widely.

Referring, the organizations conduct demand and supply forecasting to avoid deficit and surplus of human capital, majority of the respondents mentioned their agreement on the idea of conducting demand and supply of workers. Demand and supply of workforce affects the organizations work force supply significantly since employee-resourcing practice depends on the availability of the workforce. Thus, the shortage or surplus of the supply of the qualified workforce from the labour market measured by the demand and supply forecast of organizations. Furthermore, the competency of HR Staff to implement effective Employee Resourcing practices, the majority of the respondents agreed on the capacity of the HR professionals to implement the employee resourcing practice. Thus, the organizations have the required competent HR professionals who can deliver the required result on employee resourcing. Concerning, the involvement of Hiring managers to lead recruitment process the majority of respondents indicated their agreement on the involvement of hiring managers leading recruitment. The factors affecting the ER practice got in average moderate level of agreement.

5.2. Conclusions

The overarching aim of this research is to examine the perceptions about the employee resourcing practices of ASMEN AND STEELY Manufacturing Private Limited Companies (PLCs) in Addis Ababa. The literature in the second chapter of the paper presents the Employee Resourcing practices of the organizations under study. The research demonstrated the business strategy and the employee resourcing practices in detail. The employee resourcing practices devises two components Recruitment and Selection and Learning and Development. Where the recruitment and selection practice shown mostly positive practice with moderate level of agreement however the Learning and development one has both negative and positive practices where some areas that were not in practice needs consideration.

With regard to Recruitment and Selection Practice, there is fair & transparent recruitment & Selection procedure mentioned by the majority of the respondents. The organizations conduct job analysis before the recruitment process on board. The organization also is attracting talented people to apply for vacancy but employee sourcing using recommendations from existing employees and family members. Job is fully explained to the candidates during employee selection, interview is a regular feature in the selection process and job applicants are subjected to employment test before selection is made. Even if the result is acceptable with moderate level of agreement from the respondents, there is room for improvement of all the recruitment and selection practices.

There is clearly stated Learning and development strategy but the Learning and development practices based on job rotation, support staff training and development, extensive training programmes found to be in a moderate level needs more attention from the management so that the organizations' practice and principles match. The organizations can promote skill development and can get best from the existing talent pool. Regarding education assistance to staff, the response was negative and confirmed there is no support to staff to pursue education but education was mentioned as one of the development areas by the literatures in the second chapter. Thus the result contradicts with the result from other research findings as well. Whereas formal training programs to teach new hires the skills they need to perform their jobs found to be moderate level practice which indicated longer time to settle in in the organizations can be seen as cost

and may loss competitive advantage with rivals. Referring the possible posts for promotion, training programs for promotability, moderately practiced where career development lies in the middle and needs improvement where company wise career development lies in the main important success factor by literatures, these organizations lack this part. On the other hand, supervisors support for career development found positive response.

From other objective, factors affecting employee resourcing practice the response exhibited moderate level of agreement on the presence of clear human resource planning aligned with the overall corporate strategy which is important to help for better growth of the organizations. However, the effect of globalization and ICT found significant and it is affecting the ER practice. Irrespective of the organization conduct demand and supply forecasting to avoid deficit and surplus of human capital from the labour market, confirmed by the study with good practice. Human Resource professionals required capability to implement effective employee resourcing practices found to be at good status. Regarding hiring manager ownership of the recruitment process by guiding a leading the recruitment process has shown positive practice.

5.3. Recommendations

This research study conducted with the objective of assessing the employee resourcing strategies of ASMEN and STEELY RMI PLCs, from the present study findings, the following recommendations drawn as follows;

- Improve learning and development practice by assessing the needs of the organization and the staff upgrading possibility.
- Other components of employee resourcing not covered in this study linked with the effectiveness of the organization and can increase profitability in a sustainable manner like retention, reward, engagement, talent management, performance management, succession planning.
- Integration of Employee resourcing with other human resources functions.
- Grow HR staff capabilities on strategic workforce planning, employee resourcing, and formulating strategies that will help the two organizations to hire, develop and deploy skilled talent.
- ER needs to be a continuous practice, improved and fine-tuned constantly.
- The firms should evolve and innovate on how and where to source, and the talent needed to power its evolving business strategy, which can help shape its ER practice.
- Build talent pools to fill critical roles - competition for top performers and key skills is stiff, so knowing where to find it when needed becomes very important.
- The firms should explore establishing web-site resourcing, which is very effective in globalization.
- Improve quality of Hire by involving hiring managers in the employee resourcing practice.
- Learning and development plans and program should be integrated with other HR functions to support the achievement of business and human resource strategies;
- Learning and development should be designed to achieve specified improvements in corporate, functional, team and individual performance and make a major contribution to bottom-line results;
- Companies should encourage employees and give the opportunity to learn – to develop their skills and knowledge to the maximum of their capacity.

- The framework for individual learning is provided by personal development plans should be supported by coaching, mentoring and formal training.
- The organization needs to invest in learning and development by providing appropriate learning opportunities and facilities, but the prime responsibility for learning and development rests with individuals, who will be given the guidance and support of their managers and, as necessary, members of the HR department
- Learning and development activities make a major contribution to the successful attainment of the organization's objectives and investment on it benefits all the stakeholders of the manufacturing companies. Thus, senior managements in their respective organizations should formulate their L&D practices in line with business strategies;

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APPENDICES

Questionnaire

Addis Ababa University Faculty of Business and Economics

First, I would like to thank you in advance for your willingness to fill the research questionnaire. This questionnaire is designed to collect data from employees who are working in TAYS Manufacturing PLCs and have direct relation with employee resourcing practices. The data is collected for partial fulfilment of Master of Business Administration under the research title “*The Assessment of Employee Resourcing Practices in the Manufacturing PLCs*”

Please read this information before you start completing.

1. Purpose: The study is intended for academic purpose. Moreover, the output of the study may help as an input for the organization for any improvement in the future.
2. Confidentiality: The records of this study will be kept private and stored securely. In the final reports, there will be no information included that will make it possible to identify you as a research respondent.
3. Put “√” mark in the box to the point which highly reflects your idea.
4. Please consider that the success of this study will highly be relied up on your honest and unbiased response.

Part I. Demographic Data

1. Sex 1. Male ☐ 2. Female ☐
2. Age 1. 20-30 ☐ 2. 31-40 ☐ 3. 41-50 ☐ More than 50 ☐
3. Highest educational background
1. 12th grade or below ☐ 2. Level 1-4/certificate ☐ 3. BSc/BA ☐ 4 MA/MSc ☐
4. Length of service years with in this organizational.
1. Less than 1 year ☐ 2 1-4 years ☐ 3 4-8 years ☐ 4. More than 8 years ☐
5. Location where you are working at
1. Addis Ababa ☐ 2. Bishoftu/Debrezeit ☐
6. Which of the following best describes the department/unit/ you work in?
1. Operations staff ☐ 2. Support staff ☐

Part II: Employee Resourcing Practices

Please rate the question on a scale of 1 to 5, where 1= strongly disagree, 2=disagree, 3= neutral, 4= agree, 5= strongly agree

S/N	Indicator: Business Strategy	1	2	3	4	5
	Management is adequately informed and proactive concerning issues related to manpower					
	Top-level management support integration of business strategy with the Employee Resourcing strategy					
	Your company views human capital as a main source of competitive advantage in the Manufacturing industry and private sector					
Indicator: Employee Resourcing Strategy		1	2	3	4	5
	The organization has clearly defined ER strategy					
	The resourcing strategy explore methods of recruiting the number of people required and finding staff with the necessary skills and experience, who are likely to deliver the desired sort of behaviour and who will fit into the organization's culture readily					
	Organization's recruitment strategy has an influence on getting the right people at the right time to get competitive advantage					
	Organization's selection strategy has significant effect on the operations of organizations					
	Organization takes Skill development as significance in the level of innovativeness of the organization					
Indicator: Recruitment & Selection		1	2	3	4	5
	The organization has fair & transparent recruitment & Selection procedure					
	Job to be performed is broken into smaller units and well understood before embarking on employment process (job analysis)					
	The organization attracts talented people to the to apply for vacancy					
	Employees are sourced using recommendations from existing employees and family members					
	Job is fully explained to the prospective employee					

	during employee selection (realistic job preview)					
	Interview is a regular feature in the selection process					
	Job applicants are subjected to employment test before selection is made					
Indicator: Learning & Development		1	2	3	4	5
	Learning and development strategy is clearly defined					
	Learning and development practices are based on job rotation					
	Educational support facility provided by the organization					
	Organization support staff training and development					
	Extensive training programs are provided for employees.					
	There are formal training programs to teach new hires the skills they need to perform their jobs.					
	Formal training programs are offered to employees in order to increase their promotability in this organization.					
	Employees who desire promotion have more than one potential position they could be promoted to.					
	Their immediate supervisors know employees' career aspirations within the company.					
Indicator: Factors Influencing the Employee Resourcing Practices		1	2	3	4	5
	The organization has clearly defined Human Resources Planning aligned with the overall corporate strategy					
	The organizations Employee Resourcing practice affected by Globalization and ICT					
	The organization conduct demand and supply forecasting to avoid deficit and surplus of human capital					
	HR Staff have required capability to implement effective Employee Resourcing practices					
	Hiring managers are involved in the recruitment process by guiding a leading the recruitment process					