

**ASSESSMENT OF THE HUMAN RESOURCE MANAGEMENT
PRACTICES IN DIRE DAWA ADMINISTRATION YOUTH & SPORT
COMMISSION**

BY

HAILE TEFAYE

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF
ADDIS ABABA UNIVERSITY IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF SCIENCE IN
SPORT MANAGEMENT**

AUGUST, 2021

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BY

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DECLARATION

I hereby declare that I have formed, completed, and written the thesis entitled “Assessment of the Human Resource Management Practices in Dire Dawa Administration Youth & Sport Commission” with the guidance and supervision of Dr. Zeru Bekele. It has not previously been submitted for the basis of the award of any degree or diploma or other similar titles of this for any other diploma/examining body or university.

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This thesis has been submitted for examination with my approval as a university advisor:

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DEDICATION

This Thesis is dedicated to my father Mr. Tesfaye Assres and My brother Habtamu Tesfaye who have given me invaluable educational opportunities, and to the memory of my mother, Genet Mekonnen, who has been my emotional anchor through my entire life.

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LIST OF ABBREVIATIONS

D.D.A.Y.S.C	Dire Dawa Administration Youth & Sport Commission
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
HRP	Human Resource Plan
PA	Performance Appraisal
HRA	Human Resource Administration

ABSTRACT

Human Resource (HR) is the most important asset for any organization and it is the source of achieving competitive advantage. Without having the adequate human resource, the organization will be unable to achieve established goals and objectives. The main aim of this study is attempted to assess the Human Resource Management practices of the Dire Dawa Administration Youth & Sport Commission. Using a cross-sectional study design 80 participants were recruited as a sample size using the census surveys. The findings show that there are gaps in HRM practices regardless of HR manager's high level of education in their respective job fields. On this ground, it has been concluded that Dire Dawa Administration Youth & Sport Commission managers and supervisors need additional HR-related skills and knowledge to carry out HRM functions and therefore, an organized effort from the organization and other concerned bodies is of paramount importance to address this lack of HR management capacity. Based on the findings of this study, recruitment, performance appraisal, training and development, and compensation were the main variables that attract, motivate and retain employees in organizations. Therefore, Dire Dawa Administration Youth & Sport Commission should work toward improving the HRM practices to achieve the goal of the organization.

Key words: Human Resource Management, Management, Practice

CHAPTER ONE

1. INTRODUCTION

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

1.1 Background of the Study

Human Resource (HR) is the most important asset for any organization and it is the source of achieving competitive advantage. Without having adequate human resources, the organization will be unable to achieve established goals and objectives; hence managing human resources is a key role in the success of an organization (Eneh & Awara, 2017).

The Human Resource Management (HRM) practices covered in this chapter include the following. The first subject is human resource planning (HRP) which covers the identification of HR needs in the organization as well as the designing of a plan to satisfy those requirements. It involves estimating the required workforce and the specific characters of the quality of employees needed.

The next subject will include the action of finding and engaging people required by the organization and then choosing the most appropriate candidates for employment, this is known as recruitment and selection (Armstrong 2010, 189-192).

The third topic is the training and development of employees in the organization by which employees improve their knowledge, skills, and behavior. The other topic is performance management which presents the issues of finding ways to improve organizational, team, and individual performance.

Compensation and Reward Management is the other topic that is closely related to Performance Management. A reward can be financial or non-financial but altogether the objective is to motivate, attract and retain employees in an organization. This means recognition and rewarding strategies and policies for successful performance in achieving the determined goals at the individual, team, or organizational level (Armstrong 2010, 247).

Sport activities in Ethiopia are structured in a rather conventional way, with a Ministry and an Olympic Committee at the top of the institutional hierarchy. The ministry in charge of the sports is currently the Ministry of Youth and Sport, but it has not always been this way. When the first legal body congregating sport clubs was created in 1948, it was placed under the jurisdiction of the Ministry of Social Affairs (Wolde & Gaudin, 2007). Since 1994 the ministry of youth & sport established the sport commission as an autonomous federal government organ having its legal personality having head office in Addis Ababa and has branches (Federal Negarit Gazeta, 2010, p. 5564).

Dire Dawa Administration Youth & Sport Commission was also established with the objectives of promoting community-based sports and encouraging outstanding sports person in Dire Dawa Administration.

Qualitative and quantitative research were applied to perform the empirical component of the thesis. The questionnaire was completed by all employees of the Dire Dawa Administration Youth & Sport Commission, from the lowest level to the highest level, in order to determine the actual HRM capacities.

The questionnaire was sent to all employees in order to gather information regarding the organization's human resource administration and execution.

The observation was also carried out in order to obtain reliable data. On the other side, it was important to determine whether or not the employees were aware of such actions and capabilities, as well as whether or not they were happy with them.

The main aim of this study is to search for the problems and challenges in the management capacity of human resources, followed by possible solutions and improvement suggestions for the organization.

1.2 Statement of the Problem

This study arose from the need to manage the human resource of Dire Dawa Administration Youth & Sport Commission more effectively. The rapid increases in competition, acute shortage of skilled manpower, competent and the corresponding increase in skilled manpower, the labor turnover and costs of employee replacement have forced the Dire Dawa Administration Youth & Sport Commission not properly handle its competent employees.

The above issues and problems demand that Dire Dawa Administration Youth & Sport Commission should continually assess its internal processes and capabilities if it is to remain competitive in the growing competitive environment. It can be said that human resource management can positively affect organizational performance and success. Besides, the human resource management practices strategy was also examined.

What makes the situation worse is that recruitment and selection of employees take place not based on manpower planning but rather based on solving immediate problems. The other problem is that promotion is not based on performance, lack of transparency, weak follow-up, and loose linkage between performance and reward are the problems seen in human resources management capacities in Dire Dawa Administration Youth & Sport Commission.

1.3 Research Questions

This study mainly focused on the following basic questions:-

1. Is recruitment and selection of employee practice fair and transparent in Dire Dawa Administration Youth & Sport Commission?
2. Is there a training and development program in the organization?
3. What do employees expect from performance appraisal?
4. What are the steps to be taken to remedy the turnover situation and retain employees in the organization?

1.4. Objectives of the Study

1.4.1. General Objectives

The general objective of the study is to assess the overall procedures and constraints in the effective implementation of human resource management practices within Dire Dawa Administration Youth & Sport Commission.

1.4.2. Specific Objectives

- To investigate the fairness and transparency of recruitment and selection of employees in Dire Dawa Administration Youth & Sport Commission.
- To assess the availability of training and development programs for employees in the organization.
- To assess employee's expectations from performance appraisal.
- To suggest steps to be taken to remedy the turnover situation and retain employees in the organization.

1.5. Significance of the Study

The finding of this study is considered important to provide insight into the various human resource management practices needed and give feedback and help Dire Dawa Administration Youth & Sport Commission to apply the recommendations.

The study can encourage using well-designed human resource management practices to achieve its objectives. It will be useful to top management and human resource management officers and practitioners to design the HRM functions at the organizational level to maximize productivity toward achieving its objectives.

Furthermore, this research paper can be useful for researchers and other readers who would like to know about the human resource management functions and practices issues for future research and the recommendations will be given to implementing accordingly.

In addition, the study could serve as a reference to similar associations and others who want to benefit from the study as a whole.

1.6. Delimitation of the Study

This research is delimited geographically, conceptually, and contextually. Geographically the study is only considering Dire Daw Administration, the city located in the eastern part of Ethiopia; around 517km to the east of the capital Addis Ababa and contextually it focuses on all employers of D.D.A.Y.S.C. The descriptive study also conceptually stresses on HRM practices dimensions of human resource planning, training, and development of human resources, recruitment, and selection, performance appraisal management, compensation and reward system of Dire Dawa Administration Youth & Sport Commission.

1.7 Limitation of the Study

The study found it difficult to cover the whole subject matter due to the Covid-19 pandemic and resource constraint, improper secondary data organization, and respondent bias. Despite the above limitations, the study makes significant contributions to understanding and implementation of the human resource management practices in the Dire Dawa Administration Youth & Sport Commission.

1.8 Operational definitions of key terms

Benefits: Employees receive indirect financial and non-financial payments for continuing to work for the firm (Dessler, 2012).

Direct financial payments: Pay in the form of wages, salaries, incentives, commissions, and bonuses (Dessler, 2012).

Employee compensation: Employees get any type of compensation or benefits as a result of their job (Dessler, 2012).

Human Capital (Resource): The knowledge, education, training, skills, and expertise of firm workers (Dessler, 2012).

Human Resource Management (HRM): Activities and components of management that include the coordination of all parts of employment, including recruiting, training, compensating, motivating, punishing, and other day-to-day interactions, as well as rewarding and evaluating (Dessler 2012).

Human Resource Planning (HRP): The process of determining which roles the organization will need to fill and how they will be filled (Dessler, 2012). It is also called employment of personnel planning.

Human Resource Strategy: It is defined as human resource strategy as the actions the HR manager and other company managers take to attain the company's human resource goals.

Indirect Financial Payment: Pay in the form of financial benefits such as insurance (Dessler, 2012).

Job analysis: Developing a detailed description of the tasks involved in a job, determining the relationship of a given job to other jobs, and ascertaining the knowledge, skills, and abilities necessary for an employee to perform the job successfully (Robbins, 1888, 552).

Job description: A list of job duties, responsibilities, reporting relationships, working conditions, and supervisory responsibilities (Dessler, 2003, 531). The job description is a part of the job analysis.

Management Development: Any endeavor to enhance present or future management performance by the transfer of information, the modification of attitudes, or the development of skills (Dessler, 2003, 531).

Recruitment: The process of generating leads, inviting candidates, interviewing candidates, making offers, and hiring (Dessler, 2003, 98).

1.9 Organization of the Study

This study has five chapters; the first chapter includes the background of the study, statement of the problem, research question, objectives, and the significance of the study, delimitation, limitation, operational definitions, and organization of the study. The second chapter; contains the related literature review, whereas chapter three includes Research design and methodology, sources of data and sampling procedure, methods and instruments of data collection, data management, and analysis, while chapter four contains a presentation of data and analysis of the findings, the last chapter which is chapter five contains a discussion, conclusion, and recommendation.

CHAPTER TWO

2. REVIEW OF LITERATURE

This chapter examines the previous study in the area by researchers in the field of HRM practices concerning different aspects. In this regard, literature related to the concept of HR and HRM, relations of sport and HRM, Human resource planning, recruitment and selection, training and development, PA, compensation, and reward will be discussed here.

2.1 The Concept of Human Resource and Human Resource Management

Human Resource (HR) is the most valuable asset in every organization and the source of competitive advantage. Human resources are considered as the most important resource of the organizations and they became decisive for the success of any organization (Werther and Davis, 1996).

Human Resource Management (HRM) is a role in organizations that helps people (employees) accomplish their individual and organizational goals and objectives. Terms used interchangeably with HRM include personnel management, HRM, and employee development. In corporate organizations, the word HRM has largely replaced the term personnel management. HRM is the administration of activities aimed at attracting, developing, motivating, and retaining a high-performing staff within a company. (Harvey Bowin, 1996, P.6).

HRM includes HRP, job analysis, recruiting, selection, orientation, remuneration, performance assessment, training development, and labor relations rules and practices. (Dessler, 2007). Dessler (1991) Due to technological development in the workplace and shifts in cultural norms, had established no distinction between personnel management and HRM, viewing the latter as a modernized form of the conventional personnel meeting.

Personnel management is regarded as workforce-oriented, whereas HRM is considered resource-based, according to Torrington and Hall (1998). There is no general agreement on the concept of HRM, and many writers have provided numerous definitions. HRM, according to Storey (1995), is a unique approach to employment management that aims to gain a competitive edge by deploying a highly dedicated and competent staff using a variety of approaches. HRM, according to Beer, M., et al. (2017), includes all managerial choices that impact the connection between

businesses and workers.

According to Poole (1990), today's HRM may be defined as comprehensive and strategic, encompassing all levels of management, recognizing people as valuable assets, and being proactive in its obligations.

Furthermore, today's human resource functions relate to the tasks and responsibilities carried out by HRs in both large and small businesses (Byars and Rue, 1991). Accordingly, These HRM functions include: ensuring that the organization adheres to equal employment opportunity and other government obligations, developing and implementing a plan that meets personnel and job requirements, recruiting employees needed by the organization to achieve its objectives, selecting personnel to fill vacant positions within organizations, and providing orientation.

It is generally recognized that a company with motivated, skilled, and competent HRs can achieve any difficult goal, even if it appears impossible. HRM success is dependent on their ability to manage HRs (Budshwar and Debrah, 2001).

The goal of HRM is to improve the employer's productive contributions and provide the organization a competitive advantage (Werther and Davis, 1996). HRM procedures begin with an organization's appointment of personnel. HRM includes HRP, job analysis, recruiting and selection, orientation, remuneration and rewards, performance assessment, training and development, and labor relations policies and procedures (Dessler, 2007).

According to John M. Ivancevich, "HRM capacities include activities such as equal employment opportunity compliance, job analysis, HRP, recruitment and selection, motivation, orientation, performance evaluation and compensation, training and development, labor relations, safety, health, and wellness,"

Ivancevich said that the contribution of HRM makes to organizational effectiveness are the following helping the organization reach its goal, employing the skills and abilities of the workforce efficiently, providing the organization with well trained and well-motivated employees, increasing to the fullest of the employee's job satisfaction, communicating HRM policies to all employees, and helping to maintain ethical policies and socially responsible behavior.

Today, it would be very difficult to imagine any organization achieving and sustaining effectiveness without efficient HRM programs and activities. HRM involves all management decisions and practices that directly affect the people who work for the organization. Therefore, HRM practices should be central to the organization's strategy (Barney, 1991).

2.2 Relation of sport and Human Resource Management

Sport is a decisive factor of human life since the preservation of our life quality and health depends on our sport activities at the individual level. In addition, sport socially plays a significant role as a medium which is transmitting social values and forming the community. Sport activity comes into increasingly closer contact with the business sphere; its profit-making ability has been proved thus sport can become a dynamically developing and key sector of the economy. (Bácsné, 2015) Sports are becoming increasingly marketed in the current worldwide environment, and sports organizations have gotten more competent in recent years. (Bauer et al., 2005).

There is no doubt that the appreciation of human capital is now worth handling seriously in the case of sports as well. On the one hand, sport integrally takes part in spending the work- or free time of the citizens; on the other hand, sport is simultaneously a business- and non-profit activity from an economic point of view as well as it is in close connection with the preservation of the citizens' mental and physical health. At the beginning of the last century, Veblen (1899) had still associated sport with activities of the non-industrial, convenience class. According to András (2003), the elite had the necessary income for taking part in the education and the sufficient amount of free time alike. Sport was built into the elite education and the future leaders were trained by determining and implanting such values which can be developed well through sport. Nowadays, sport is for everyone and is an integral part of everyday life. The human factor is particularly determinative in the field of sport because human performance is decisive beyond sports performance; at the same time, the existence of different material-technical conditions is not negligible in any case.

According to Khasawneh (2011), organizations should invest in their human resources to operate the organization effectively and efficiently. "HR has much more to do with sport than we can imagine. As in the business sphere, the selection of talents and the support of players are now

performed by scientific methods” said Antal Gubicza in the roundtable debate "Present and future of HR in sport life". Gubicza is a specialist who has significant professional-managerial achievements in wrestling, karate, and skiing as well (Paraszt, 2008). The significance of the connection between sports organizations and HR is reinforced by Zeng and Hu (2017) whose opinion is that there are three orientations for studying the performance of sports organizations in Western countries. Firstly, there is a relation between the performances of sports organizations and the practice of human resource management, secondly, there is a connection between the operations of HR systems and the performances of sports organizations, thirdly there is a relationship between the human resource management fit effect and the performances of sports organizations.

Over the last few decades, the most essential functions of human resource management have significantly grown. In addition to the business sphere, HR researches have appeared in other fields of activity and their role and significance have grown. In Hungary in the 1990s, we could hear about fields of activity which are now referred to as traditional functions, such as human resource strategy, human resource planning, job establishment, labor force supply, incitement, performance evaluation, human resource development as well as labor relations. Nowadays, strategic human resource management involves numerous fields of activity which can be broken down into further part processes. The traditional functions have expanded and, responding to the changing environmental effects, increasingly new functions have come to the fore, inter alia, career-, talent-, work experience-, generation- and diversity management. Today, A strategic approach to HR is a crucial way for sports organizations to manage their HR for a successful and efficient operation. (Weerakoon, 2016). In their research, Unlu et al. (2012) have compared the human resource management practice of sports organizations to the HR practice of other service enterprises along with nine functions which are as follows: labor force planning, employees’ selection, and placement, training, and development, career planning, performance evaluation, payment, protection, discipline, and separation. They have determined that sports business hospital’s human resource managements’ application situation of labor force planning and payment functions are low but all other functions’ application situations at hospitals are higher considering sports business.

Sport managers and sport organizers are in charge of personal resources in sports organizations, according to Sterbenz et al. (2012). “In the previous thirty years, there have been major changes in the sports organization, which has evolved from amateur to businesslike,” writes Tripolitsioti (2017). This advancement necessitates a more effective management framework for their administration.”

2.3 Objectives of Human Resource Management Activities and Functions

The function of HRM increases organizational effectiveness as follows:

- a) HRM implications serve the organization to reach its goal and objectives. To reach these objectives, HRM aims to employ the skills and abilities of the workforce effectively and efficiently and provides the organization with well-trained and well-motivated employees. HR activities also help to maintain ethical policies and behaviors within the organization.
- b) HRM is responsible for communicating the organization's policies to all employees and aims to increase employee job satisfaction.
- c) To manage changes in the field of HRM and benefits employees as well as organizations.

2.4. Human Resource Policy and Procedure

2.4.1. Human Resource Policy

Michael Armstrong (2006) stated that HR policies are continuing guidelines on the approach the organization intends to adopt in managing its people. He defines the philosophies and values of the organization on how people should be treated, and from these are derived the principles upon which managers are expected to act when dealing with HR matters.

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

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

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

2.4.2. Human Resource Procedure

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

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

2.5. Human Resource Management Practices

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

2.5.1. Recruitment and Selection

Recruitment is the process of identifying and recruiting a pool of individuals from which competent candidates for open jobs within an organization may be chosen (Byars & Rue, 1991). Armstrong (2009) stated that Recruitment is the process of locating and enlisting the services of the individuals that an organization needs. It is the process of identifying and recruiting a pool of candidates from which suitable candidates for open positions inside a company may be chosen (stone 2005).

Organizations may utilize both internal and external sources to fill vacant positions throughout the recruitment process. Internal recruiting is looking for candidates among employees already working in the organization. It entails methods such as job posting. Employees are given time to apply for unfilled positions once announcements regarding open positions are placed in key areas throughout the business. Another way of internal recruitment is to ask current workers for recommendations for friends who might be able to fill gaps. External recruiting, on the other hand, looks for individuals who are not affiliated with the organization. Media ads, university recruitment, engaging with employment agencies or executive search companies, and employing computer databases are all examples of external recruiting tactics. (Ivancevich, 1992).

During the recruiting process, process organizations should give comprehensive information to job applicants, including both good and negative aspects of the business. (Ivancevich, 1992).

The selecting procedure begins when qualifying applications have been found. "Selection is the process of picking the individual or individuals who best meet the selection criteria for a post from a pool of applicants" (Harvey & Brown, 1996, p. 120). In most cases, the organization selection process starts with the candidate filling out an application form. The second phase is a preliminary screening interview, during which applicants' minimal credentials are examined and a brief personal interview is done to build an overall image of the candidates and collect essential information about them.

Employability exams, such as cognitive or psychomotor ability tests, knowledge and skill tests, emotional intelligence tests, integrity tests, personality tests, occupational interest tests, and performance simulations, are the third stage. Employment interviews are done as a fourth phase. These interviews might be organized, unstructured, or semi-structured. In a structured interview, the interviewee is given a list of questions that the interviewer has prepared ahead of time, and the interviewer directs the conversation. Candidates, on the other hand, control the flow of the conversation in unstructured interviews.

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

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

After the selection process has been completed, the HRM department should have provided an induction/orientation for the new employee so that to be familiar and reduce anxiety by the new employee. Employees are introduced to the organization, work unit, job, and coworkers during orientation. It should be conducted in two separate levels; general company orientation and departmental or job orientation. There are many purposes of the orientation processes which are reducing the anxiety of new employees, reducing employee turnover, saving time of supervisors or co-workers, developing realistic job expectations, developing positive attitudes toward the organization, and improving job satisfaction (Ivancevich, 1992).

In the orientation process, the HR department cooperates with the new employee's manager. The HR department plans and coordinates general company orientation, departmental and job orientation, teaches line managers in department and job orientation processes, conducts general company orientation, and follows up with new employees after the initial orientation.

2.6. Employee Training practice

After a comprehensive orientation, arranging training for employees will be the main function of the HR department. Training is the systematic and deliberate change of behavior through learning events, programs, and teaching that enables individuals to attain the levels of knowledge, skill, and competence required to effectively carry out their task Armstrong M., (2006). Training refers to improving competencies needed today or very soon (Jackson & Schuler, 2000).

According to Dessler (2008), the first step in the training process is to determine what training is necessary. Armstrong (2007) clearly stated that need assessment leads to effective and efficient training, which increases the likelihood that evaluation demonstrates successful value-added outcomes. Padwal and Naidu (1985) state that "training needs assessment helps to identify existing training gap, what type of training can be under taken by outside agencies, and accordingly schedule the training programs " Whether you're educating new or existing staff, you'll need to assess your training needs. The most important step in determining new workers' training needs is to figure out what the job requires and split it down into subtasks, which you then teach to the new hire. Task analysis and performance analysis can be used to assess existing employee training requirements.

The methods of training can be classified into two: on-site training and off-site training methods. On-site training involves techniques such as job rotation, vestibule training, on-the-job training, and apprenticeship training. Off-site training methods are seminars or lectures, programmed instruction, computer-assisted instructions, audiovisual techniques, machine simulators, and behavioral modifications (Riggio, 2003). On-the-job training methods include coaching, mentoring, job rotation. Off-the-job methods include formal courses, lectures, discussion, role-playing, and case study Armstrong. (2006).

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

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

Moreover, Mathis and Jackson (1997:314) cited by Mekonen Haile(2015:10) explained that Development differs from training in that it frequently results from experience and the maturity that comes with it, and it focuses on less tangible components of performance such as attitudes and values. Training, on the other hand, focuses on teaching particular behaviors and activities, as well as demonstrating methodologies and procedures. It is temporary, and PAs, cost-benefit analyses, passing tests, and certification are used to assess its performance. Development, on the other hand, focuses on understanding information, concepts, and context; develop judgment and long term duration.

2.7. Performance Appraisal

PA refers to assessing an employee's present and/or previous performance in comparison to his or her performance goals. Dessler, (2008). The PA process contains three steps: define the job, appraise performance, and provide feedback. Defining the job means making sure that the supervisor and the subordinate agree on his or her duties and job standards. Appraising performance means comparing the subordinate's actual performance to the standards that have been set. Third, PA usually requires one or more feedback sessions. Here the supervisor and

subordinate discuss the subordinate's performance and progress and make plans for any development required (Dessler, 2012)

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

2.8. Compensation and benefit

Compensation management is the system of benefits that an employee receives in exchange for achieving corporate goals. (Harvey & Bowin, 1996). According to Mathis & Jackson (1991) explanations organizations" use compensation for different objectives while they design their compensation systems. They are attempting to hire competent staff as well as retain current employees, among other goals. aim to ensure internal and external equity of wages that employees earn; to reward desired behaviors of employees like good performance and loyalty; and to control costs of obtaining and retaining the organization's workforce have been mentioned by the author. Moreover, compensation management programs Take into account legal restrictions and ensure that all government rules governing employee remuneration are followed. (Mathis & Jackson, 1991). Mondy & Noe, (2008) which is cited by (Ms. Busolo T, Mr. Ogolla Douglas & Mrs. Elizabet) has divide compensation into two types" financial compensation a

non-financial compensation. Financial compensation is further divided into direct and indirect financial compensation. Direct compensation includes good salary packages, profits, and commission whereas indirect financial compensation is all those benefits that are not covered by direct financial compensation. Non-financial compensation consists of responsibilities, opportunities, recognition, promotion, vacations, workplace environment, sound policies, insurance, medical, retirement, etc. All these compensations affect the performances of the employees in different manners. According to Alnaqbi, (2011), (Tessema & Soeters, 2006), cited by (Ms. Busolo T, Mr. Ogolla Douglas & Mrs. Elizabet) has argued about the non-financial compensation which should be any reward that should focus on the needs of people which can be different such as level of attainment, respect, task, control and individual improvements

The organization uses compensation and benefit to; Inspire employees to perform well, to join the company, to come to work, and to motivate individuals by showing their place in the organizational structure. Employee benefits are intended to promote employee loyalty to the business, indicate that the organization cares about its employees' needs, and fulfill the employees' security and personal requirements. Benefits are classified into Statutory and Voluntary. Statutory benefits are given to the employees by the organization regardless of whether it wants to or not, for example, social security benefits, insurance, provident fund. Voluntary benefits as provided by the organization are vacations, holidays, special leave, sick leave, health insurance, educational assistance, and employee discounts. In compensation management, it is important to determine the appropriate pay level for each job. This requires collecting information about jobs by conducting job analyses to determine job and position descriptions and job standards.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

This chapter discusses the research design, target population, sample size, methods of data analysis sources of data, and data collection instruments used in obtaining the required data.

3.1 Research Design

The study applied descriptive research design and studies HRM practices in Dire Dawa Administration Youth & Sport Commission with about 80 employees operating. The design of the research was based on primary and secondary data that employed both qualitative and quantitative types of data collection.

3.2 Research Method

The researcher has employed a cross-sectional descriptive type of research method because the various intent of the study is to describe the existing practices of HRM practices in Dire Dawa Administration Youth & Sport Commission and describing the characteristics of certain groups to estimate the frequency of the subject in the population.

3.3 Sources and Methods of Data Collection

Data have been gathered from 77 Dire Dawa Administration Youth & Sport Commission staff members using open and closed-ended questionnaires. The respondents embodied various hierarchies of the departments of Dire Dawa Administration Youth & Sport Commission starting support staff to a higher level of the organization. Furthermore, the perception and ideas of the middle and senior management staff of Dire Dawa Administration Youth & Sport Commission have been incorporated to compliment the study. The data collection has been done by using a combination of primary and secondary data collection methods.

3.3.1 Primary Data collection Methods

Primary data was collected through questionnaires and observation.

3.3.2 Questionnaires

Standardized Questionnaires (Close-ended questionnaires) were distributed to lower support staff members of the organization in all five departments using Likert's five rating scale to respond accordingly.

Open-ended questionnaires were distributed to the middle and senior-level managers and employees to respond using the Likert's five rating scale plus forward their perception and ideas improvement. For this study, thirteen structured questionnaires were prepared and were organized into two sections to collect the primary data.

The two sections of the questionnaire are as follows: Section one consisted of seven questions regarding the general information of respondents such as age, gender, marital status, qualification level, and experience in the current organization, and department to which they belong.

Section two was designed to assess employee's perceptions about HRM practices and the level of their satisfaction in the Dire Dawa Administration Youth & Sport Commission. A five-point Likert scale has been used in the second section of the questionnaire to measure the HRM practices in the organization in which they work.

Each statement was rated using the 5 point rating scale. The scaling is 5 for strongly agree, and 4 for Agree, 3 for Neutral, 2 for Disagree, whereas 1 for strongly disagree, have been given to analyze data.

Note that, four questions were asked to test HRP, five questions to test recruitment and selection, seven questions to test training and development, four questions to test the performance appraisal, five questions to test compensation and rewards, and finally two questions were asked to test the satisfaction level of employees questions with HRM practices, out of these five of them were open-ended questions, intended to get the most important facts and figures from respondents. (Refer questionnaire).

Furthermore, a structured questionnaire was prepared in two appendices, I for middle and senior-level employees, whereas, II was for low-level and support employees. Out of eighties employees, seventy-seven of them filled the questionnaire and returned to me their response with

returning rate of 96.25%. The respondents were all employees of the Dire Dawa Administration Youth & Sport Commission.

3.3.3 Observation

In addition to the questionnaire, observation was used for the research of assessing the routine and interactional design in the Dire Dawa Administration Youth & Sport Commission context. This is a way of witnessing what and how for example managers and supervisors deal with the employees or how the communication channels are open in practice. Note that, the observer was already familiar with the research environment. This is essential for the success of the research in the Dire Dawa Administration Youth & Sport Commission.

3.3.4 Secondary Data

Secondary data sources were used to analyze the situation to put the study in the context of the Dire Dawa Administration Youth & Sport Commission. Sources include books, journals, Dire Dawa Administration Youth & Sport Commission HR manual, annual reports, and other related publications.

3.4 Measurement of Human Resource Management Practices

The researcher has used those HRM practices in this study that take into account previous theoretical and empirical work in the sector (Arthur, 1994, Huselid, 1995, Ulrich, 1997).

These practices included HR planning, recruitment, and selection, performances appraisal, training and development, compensation, and Rewards.

Therefore, using a five-point Likert's scale ranging from one (strongly disagree) to 5 (strongly Agree), respondents were asked to indicate their perception of the HRA practices in Dire Dawa Administration Youth & Sport Commission. (For more details about questions see appendices I and II.

3.5 Sampling Design

The study focused on HRM practices in the Dire Dawa Administration Youth & Sport Commission. Therefore, the population of this study was all the managerial and non-managerial employees who are working in the Dire Dawa Administration Youth & Sport Commission. The sample size of this study consisted of all respondents who were working in Dire Dawa Administration Youth & Sport Commission.

3.6 Method of Data Analysis

The collected data has been sorted out through the applicable table. The necessary analytical device, such as frequency and percentage were in place to verify the facts associated with human resource practices in Dire Dawa Administration Youth & Sport Commission using SPSS version 23.

CHAPTER FOUR

4. DATA INTERPRETATION AND ANALYSIS

4.1 Introduction and Result about Demographic Variables

This chapter is briefly describing the presentation and analyses of general information of respondents collected through a structured questionnaire. Seven items have been used for collecting general information from the respondents including age, gender, marital status, education qualification, service year, department, and category of job.

4.2 Presentation of General Information

Age, gender, and marital status

The age distribution of respondents is presented in table 1. It shows that the majority (53.25%) of the respondents were in the age category of 31-40. Twenty-two (28.5%) of the respondents were in the age category of 41-50.

Table 1: Socio-Demographic Variable

Variable	Frequency	Percentage
Age of respondents		
20-25	0	0
26-30	4	5.12
31-40	41	53.3
41-50	22	28.5
51-60	10	13
>60	0	0
Total	77	100
Gender		
Male	59	76.6
Female	18	23.4
Total	77	100
Marital Status		
Married	69	89.6
Unmarried	8	10.4
Total	77	77

Source: Assessment Data, June – July 2021 (Own)

Table 1 shows that there were 77 responders, 18 (23.4%) of whom were female and 59 (76.6%) of whom were male.

Out of 77 respondents, 69 (89.6%) were married employees and the rest of the respondents 8 were unmarried employees.

4.3 Socio-Economic and Social Variables

According to the given in table 2 Bachelor was recorded as the highest educational qualification of most of the respondents in the sample. That is 51 employees have got the highest educational

qualification in Dire Dawa Administration Youth & Sport Commission. None of the respondents have the professional qualification of Ph.D., whereas 2 have (MA, MBA, MSC, and MPH).

Table 2: Socio-Economic and Social Variables

Variables	Frequency	Percentage
Educational Level		
12 th Complete	0	0
Certificate	12	15.8
Diploma	12	15.8
Bachelor	51	66.2
MPH,MA,MBA,MSC	2	2.2
Others	0	0
Total	77	100
Service years		
1-2 years	12	15.8
3-5 years	28	36.3
6-10 years	8	10.3
11-15 years	13	16.8
>15 years	16	20.8
Total	77	100
Service unit (Departments)		
Sport development & organization Dep't	6	7.8
Sport competition & participation Dep't	19	24.6
Sport education & training Dep't	18	23.3
Youth organization Dep't	25	32.4
Youth participation & movement Dep't	9	11.9
Total	77	100
Job categories		
Senior management	17	22.1
Middle Management	27	35.1
Support Staff	33	42.8
Total	77	100

Data on the service period of the Respondent's questionnaire was “How long have you worked for the present organization; gathered data on the question is presented in table 2. Most of the respondents 28 (36.3%) have 3-5 years of experience in the present organization and 20.8% have more than fifteen years of service.

The employees were also asked to indicate under which department they are working. According to the collected data, 25 (32.4%) employees (respondents) reported that they were working under the Youth organization Department, Six (7.8%) employees were working under Sport development & organization Department. The data in the above table (Table 2) reveals that 19 of the employees were working under Sport competition & participation Department. Moreover, 18 employees were reported that they were working under the department of Sport education & training. In addition to the department, they indicated the category of the job to which they belong. The majority (42.8%) of employees reported that they belong to support staff and twenty-seven employees reported that they belong to middle management.

4.4 Human Resource Management (HRM)

HRM Functions and Practices

Human Resource Management practices refers to the organizational abilities directed at managing a pool of human resources and ensuring that the resources are employed towards the fulfillment of the individual and organizational goals. Human resource management practices include HRP, recruitment and selection, performance management, training and development, and compensation/reward management of employees.

4.4.1 Human Resource Planning (HRP) Practices in D.D.A.Y.S.C

HR planning which is one of the main functions of the HRM field was examined in this section for exploratory purposes.

- Preparation of Human Resource Planning in D.D.A.Y.S.C

The above statement implied to the employees whether they can indicate who prepares the HRP for the organization. The responses of the respondents can be seen in the following Table 3.

Table 3: Who Prepares HRP and Evaluation Status?

Variables	Frequency	Percentage
Preparation of HRP		
Project management Dep't	24	31.2
Management committee	9	11.7
HR Management Unit	20	25.9
All Departments Separately	24	31.2
Total	77	100
Evaluation Status		
Monthly	4	5.2
Quarterly	13	16.9
Twice a year	43	55.8
Annually	17	22.1
Total	77	100

Source: Assessment Data, June – July 2021

As shown in Table 3 above, 24 employees identified that the project management department is the responsible section to prepare the HRP for the organization, and 24 employees said that all departments separately prepare the plan for the organization, while 18 employees indicated that it is the responsibilities of the human resource unit to prepare the human resource plan for D.D.A.Y.S.C.

On the other hand, 9 employees responded that the management committee is the responsible agent to prepare the HR plans for the organization. As can be seen from the table, the frequency analysis revealed that 62.4% of the respondents indicate project management department and all departments separately prepare the organization's human resource planning respectively and 11.7% responded management committee prepares the HRM plan for D.D.A.Y.S.C.

Finally, the researcher found that all departments separately prepare and bring to the project management and finance section to formalize for the sake of getting a budget from the Federal Sport Commission. Moreover, the commission doesn't have such a formal HRP unit in the organization for the moment.

However, there is a planning and monitoring unit to coordinates the departments to undertake the overall planning in the organization. It should be noted that HR planning is an important activity that can plan by assessing the present and future developments and their possible impact on employee issues (Armstrong 2010, 190).

The possible problems with HR planning can be avoided with planning techniques that are used to identify and explore the problems with manpower. The researcher found out that, the organization should strengthen its HRM to undertake its activities plan.

- How often do you evaluate the effectiveness of HRP in D.D.A.Y.S.C?

The Questionnaire was presented to the employee's attention to indicate how often to evaluate the effectiveness of HR planning. The frequency analysis revealed how often they evaluate the plan and table 3 explains the responses. According to the frequency analysis, 43 respondents responded that it was evaluated twice a year that is 55.8% out of 100%.

Next, 17 respondents responded that it is evaluated annually & the fourth said monthly. However, the researcher found that the evaluation takes place twice a year in D.D.A.Y.S.C.

Table 4: Do you have knowledge, skills, and experience in preparing HR planning?

Variable	Frequency	Percentage
Decision		
Yes	37	48.1
No	40	51.9
Total	77	100
Job advertisement used to recruit (Newspaper, and Internet)		
Strongly Disagree	6	7.8
Disagree	4	5.2
Neutral	4	5.2
Agree	38	49.3
Strongly Agree	25	32.5
Total	77	100

Source: Assessment Date, June – July 2021(own)

One of HR's responsibilities is to plan or anticipate the future for both short and extended periods. As a result, the purpose of having an HRP, whether short-term or long-term, is to have an accurate estimate of the number of people needed with matching skill requirements to achieve the organization's goals and objectives. (Bratton & Gold 2012, 200).

The frequency analysis revealed the responses in the above table 4 demonstrates that is 48.1% of employees have the knowledge, skill, and practice to plan whereas, 40 or (51.9%) respondents responded that they don't have the knowledge, skills, and experience to plan.

The HR department must assess the capability of its employees in every aspect to work toward the improvement of work performance to achieve the goals of the organization. Furthermore, HRM should monitor and evaluate the effectiveness of HRP and receive comments from each employee for improvements.

Therefore, the findings revealed that the organization used newspaper & internet advertisement was evaluated as an effective way of recruiting employees.

4.4.2 Recruitment & Selection

Getting the right person in the right place at the right time remains the key objective in any recruitment process. The aim is to attract the widest pool of suitably qualified and competent candidates. In this section recruitment & selection process of HRM is evaluated using conducting frequency analysis of the methods of recruitment applied in D.D.A.Y.S.C, that is advertising by using newspaper, and internet, steps, fairness, and transparent practices.

The most common ways of attracting applicants include advertisements, websites (internet), professional agencies, referrals with these channels the organization can convey their values and desired image for the labor force.

In recent years, online recruitment has been rapid growth and it is widely used in many organizations (Bratton & Gold 2012, 230).

- **Recruitment and selection is the first step in hiring**

This question is presented to the respondents and they responded accordingly. This can be seen in the following table.

Table 5: Fairness, transparency, and recruitment decision

Variable	Frequency	Percentage
Recruitment Decision		
Strongly Disagree	6	7.8
Disagree	9	11.7
Neutral	10	12.9
Agree	24	31.9
Strongly Agree	28	35.7
Total	77	100
Job transparency		
Strongly Disagree	3	3.9
Disagree	9	11.7
Neutral	16	20.8
Agree	26	33.7
Strongly Agree	23	29.9
Total	77	100

Source: Assessment Data, June – July 2021(own)

Based on the above table 5, the result revealed that 52 employees verified that recruitment and selection is the first step in hiring employees, whereas, six of the employees strongly disagree on the step.

The frequency analysis indicated that 67.6% of the employees agreed on the step followed by the organization. However, the first step in recruitment is to make the vacancy known to a large number of people through the media.

- The recruitment & Selection process is fair and transparent

Employees were asked whether the recruitment and selection process is fair and transparent and responses can be found 49 (63.6%) employees agreed on the fairness and transparency of the

organization concerning recruitment and selection.

- When you were recruited for the first time to join D.D.A.Y.S.C, how did you find the job opening? The following table shows how employees found the job opening when they were recruited for the first time.

Table 6: How did you find the job opening at D.D.Y.S.C for the first time?

Variable	Frequency	Percentage
Source of information about job		
Newspaper	39	50.6
Internet	26	33.7
On-Campus Recruitment	2	2.8
Word of Mouth	10	12.9
Total	77	100
Internal / external recruitment is better		
Yes	41	53.3
No	36	46.7
Total	77	100

Source: Assessment Data, June – July 2021(own)

As shown in table 6, the majority of the employees 67 (87.1%) were recruited through information in newspaper and internet advertisements, and 10 (12.9%) employees were recruited through word of mouth, which is an informal and internal source of recruitment whereas, 2 were employed on-campus recruitment.

- Two kinds of recruitment, internal and external. Do you believe that external recruitment is better than internal recruitment?

Out of 77 respondents, 41 (53.3%) employees replied that external recruitment is better than internal recruitment because, external recruitment can have the chances of getting skilled, experienced, and competent candidates from the labor market, whereas, 36 employees replied that internal is better than external recruitment

4.4.3 Training & Development

a) Is there a department assigned to follow up training and development program in D.D.A.Y.S.C?

Training & Development are necessary practices of HRM in an organization for improving the quality of work of employees at all levels. Kundu, (2000) stressed that companies should invest heavily in training the workforce for the implementation of the customer-focused strategy. A good system of training starts with the identification of training need assessment.

Table 7: Department that follows up training and development program

Rating	There is a department to follow Training and development		Top management gives Due attention for Training & Development		Selection for training is need-based		Respondents are satisfied with the Training and development program		Respondents are given the opportunity for Skill development		Training available matches job	
	Freq	%	Freq.	%	Freq	%	Freq	%	Freq	%	Freq.	%
Strongly Disagree	9	11.7	7	9.0	8	10.4	9	11.7	9	11.7	6	7.8
Disagree	13	16.9	16	20.8	10	13.0	18	23.3	13	16.9	20	26.0
Neutral	21	27.3	25	32.5	30	38.9	26	33.3	24	31.2	25	32.5
Agree	19	24.7	20	26.0	20	26.0	14	18.7	20	26.0	17	22.0
Strongly Agree	15	19.4	9	11.7	9	11.7	10	13.0	11	14.2	9	11.7
Total	77	100	77	100	77	100	77	100	77	100	77	100

Source: Assessment Data, June – July 2021(own)

The findings in table 7 revealed that 34 employees with 44.1% proved that there is a department that follows up the training & development program, whereas 22 employees disagree that the organization doesn't have such a department that follows up the case whereas, 21 respondents stood neutral.

b) The top management give due attention to training & development program. The response from respondents as it can be seen in the above table 7, 29 employees agreed that top management gives due attention to training & development, that is 37.7%, whereas, 23 employees disagree which topic given, and 25 employees are neutral on the idea. The researcher identified that the employees need to be trained and the management should give due attention to training its employees. Furthermore, an organization needs to assess its people skills training needs by a variety of methods and then structure the way that the training and development are to be delivered. Managers and supervisors play a key role in helping this process being with the HRM department.

c) Selection for training is based on a proper need assessment. According to D.D.A.Y.S.C HR manual need assessment should be undertaken by the HRM department, 29 employees responded by saying that the training is based on the need assessment whereas, 30 were neutral and 18 employees disagree. They believe the organization doesn't follow the right process to select for training.

d) I am satisfied with the training & development program given by D.D.A.Y.S.C, 24 employees satisfied, 26 neutral, whereas 27 employees were unsatisfied. Hence, the organization should train its employees so that satisfaction is maintained and work performance is improved.

e) I am allowed to improve my skills knowledge and highly skilled employees improved productivity, enhance the quality of products and services, affect positive process changes and deliver quality services to customers, 31 respondents with 40.2% agreed the given opportunity helped them to improve their skills, where 24 respondents are neutral position on the idea presented, and 22 employees disagreed because they were not given a chance of getting training to improve their skills.

f) Available training matches with my job, 26 employees said that the training they got matches with the job, 25 employees were on neutral position whereas, 26 employees didn't get the chance to be trained.

Table 8: Performance Appraisal

Rating	Employees are aware of PA		There is well designed PA system		Immediate supervisors evaluate the performance		There is an immediate response to employees complaint		PA has done twice a year	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Strongly disagree	5	6.5	6	7.8	4	5.2	11	14.2	9	11.7
Disagree	8	10.4	9	11.7	7	9.0	21	27.3	13	16.9
Neutral	21	27.3	21	27.3	14	18.7	15	19.4	24	31.2
Agree	30	38.9	30	38.9	37	47.7	16	20.8	20	26.0
Strongly agree	13	16.9	11	14.3	15	19.4	14	18.3	11	14.2
Total	77	100	77	100	77	100	77	100	77	100

Source: Assessment Data, June – July 2021(own)

4.4.4 Performance Appraisal

Performance appraisal is a mechanism used for improving employee performance and a method for developing effective workforces.

a) Employees are aware of the implementation of the actual performance appraisal.

The frequency analysis in table 8 revealed that 43 employees reported that the organization was aware of the implementation of actual performance, while 13 employees reported no awareness created to the implementation of the actual performance whereas, 21 employees are in the neutral position to witness the situation.

The result of the frequency analysis showed that 55.8% witnessed that the organization created awareness for its employees.

b) There is a well-designed performance appraisal system in D.D.A.Y.S.C. The following table 8 indicated the responses of employees and showed a well-designed performance appraisal system. As the finding in table 8 revealed clearly, 41 employees with 53.2% reported that the organization has a well-designed performance appraisal system, and 21 employees on the neutral position, whereas 15 employees reported that the organization doesn't have a well-designed performance appraisal system by showing disagreement.

c) As indicated in table 8, immediate supervisors evaluate employee's performance. As can be seen in Table 8, the findings revealed that 52 employees (67.1%) reported that the organization's supervisors evaluate the employee's performance by showing their agreement and strong agreement, 14 employees (18.7%) are in the neutral position whereas, 11 employees with (14.2%) showed their disagreement by reporting supervisors are not responsible for evaluating employees performance.

d) D.D.A.Y.S.C responds to employees' complaints without delay. As indicated above in table 8, 30 employees with 39.1% ratified that D.D.A.Y.S.C responds to employees' complaints without delay using their agreement and 15 employees in a neutral position, whereas, 32 employees with 41.5% showed their disagreements because the organization doesn't respond to the employee complaints without delay.

e) Performance appraisal takes place twice a year in D.D.A.Y.S.C as indicated in table 8. Frequency analysis was conducted to find the response. The finding revealed that 31 employees reported that the performance appraisal takes place twice a year, 24 in a neutral position while 22 employees showed their disagreement.

4.4.5 Compensation / Rewards Management

Table 9: Compensation management

Rate	Board compensation plan		Compensation focuses on attraction and retention		Reward is sufficient		I am satisfied with the current compensation		Medical expense (allowance) is sufficient	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Strongly Disagree	6	7.8	3	3.9	17	22.0	20	26.0	15	19.6
Disagree	7	9.0	10	13.0	28	36.5	19	24.1	24	31.2
Neutral	15	19.4	8	10.4	20	26.0	14	18.7	13	16.9
Agree	22	28.7	18	23.3	7	9.0	20	26.0	18	23.3
Strongly Agree	27	35.1	38	49.4	5	6.5	4	5.2	7	9.0
Total	77	100	77	100	77	100	77	100	77	100

Source: Assessment Data, June – July 2021(own)

The frequency analysis revealed that 49 employees (63.8%) identified that Board makes compensation decisions, 15 neutral whereas, 13 employees disagree on the board decision of compensation that given to employees by showing their disagreement on the decision.

a) The focus of compensation /reward is to motivate, attract and retain employees. Table 9 is identified the responses of employees that are, 56 employees (72.7%) proved that the focus of compensation/reward is to attract, motivate and retain employees in the organization, 8 neutral

and 13 employees disagree with the idea by showing their disagreement.

b) The compensation/reward scheme provided by D.D.A.Y.S.C is sufficient. As can be seen above in table 9, 12 employees proved that the reward system is sufficient, 20 stood a neutral while, 45 employees disagree that the scheme is insufficient. I am satisfied with my current salary either benefits.

As the finding in Table 9, revealed, 24 employees responded current salary & benefits are satisfactory, 14 stood neutral whereas, 39 employees were unsatisfied with the current salary and other benefits by showing their disagreement.

c) The amount of medical expenses allowed is sufficient. The findings presented in table 9 revealed that 25 employees agree that the medical expenses allowed are sufficient, 13 stood neutral and 39 employees (50.8%) identified that the medical expenses allowed are insufficient by showing their disagreement.

Table 10: Satisfaction with the Human Resources Capacities

I am Satisfied with HRM Capacities		
Rating	Freq.	%
Strongly Disagree	3	3.9
Disagree	6	7.8
Neutral	22	28.7
Agree	30	38.8
Strongly Agree	16	20.8
Total	77	100

Source: Assessment Data, June – July 2021(own)

The above table 10 findings revealed that 46 employees are satisfied with human resource capacities and 22 employees stood neutral while, 9 employees were unsatisfied with D.D.A.Y.S.C human resource capacities by showing their agreement.

CHAPTER FIVE

5. DISCUSSION, CONCLUSION, AND RECOMMENDATION

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

5.1 DISCUSSION

The objective of the present study was to examine the current HRM practices in the Dire Dawa Administration Youth & Sport Commission (D.D.Y.S.C). The study clearly explains the variables of HR practices namely Human Resource Planning, recruitment and selection, performance appraisal, training & development, and compensation reward management prospectively.

The Human Resource Planning (HRP) practice starts from making a plan which is an assessment of the future development and its possible impact on the employee and organization (Armstrong 2010, 190). The results of the present study revealed that D.D.Y.S.C management is the responsible body to forecast and plan the future demand, supply, and requirements of the current potential employees. The main purpose of HR planning is to avoid work and skills shortages in the organization (Bratton & Gold 2012, 200).

Management should understand the importance of HRM functions and capacities as a strategic partner and should incorporate HRM input in strategic decision-making. The research revealed that 24 employees responded by identifying project management department was responsible to prepare HRP and 24 employees also responded that all departments used to prepare HRP and 9 replied by saying management committee.

The study revealed that all departments separately prepared and give it to the project management, management committee approved the human resource plan.

Recruitment and selection were the most frequently applied activities in D.D.Y.S.C. Getting the right person in the right place at the right time remains the key objective in any recruitment process.

The process of staffing employees in the organization consists of finding, evaluating, and assigning people to work (Harel and Tzafrir, 1996).

D.D.Y.S.C's recruitment selection process is fair, transparent, and consistent according to the research finding revealed. The vacancy is advertised in the newspapers and the internet to attract applicants to the organization.

In recent years, online recruitment has been rapid growth and it is widely used in many organizations (Bratton and Gold 2012, 230). Vacant posts are carefully reviewed by the recruitment committee in consultation with Administration & Finance Director and approval is undertaken by D.D.Y.S.C Commissioner.

The recruitment and selection process is done following the D.D.Y.S.C HR manual. The recruitment & selection process in D.D.Y.S.C is fair and transparent as 49 employees with (63.6%) witnessed that the organization is doing well accordingly. As the research revealed, most of the employees 84.3% witnessed that they found the job opening through the newspaper and internet (online) channels.

Training and Development: Training & development is vital for the improvement of individual and organizational goals attainment. A good system of training and development starts with the identification of training need assessment. An organization needs to assess its people's skills training needs and structure the way the training is to be delivered, and managers and supervisors play a key role in helping this process be implemented. Firms with superior training programs are likely to experience lower staff turnover than those that neglect staff development (Arthur 1994).

D.D.Y.S.C recognized the importance of relevant training & development opportunities to its staff to help work effectively and professionally. Relevant training is provided to the staff following the recommendations given by its supervisors either internally or abroad depending on the availability of the budget.

Furthermore, training is effective in motivating employees and the assessment procedures need attention.

On the contrary, evaluating training effectiveness is very important to check to what extent the trainee understands the subject matter that matches his/her job.

Performance appraisal is a necessary part of Human Resource Management. A good performance plan can give a sense of direction and utilize the human potential and enhance individual and organizational performance. Performance appraisal is used as a mechanism for improving employee performance. The system should be based on fairness, objectivity, ethicality, standardization, and widely communication (Bernardin et al, 1998). Performance appraisal is a vital means to offer promotion, recognition, and career development (Larsson et al 2007).

A study conducted at D.D.Y.S.C revealed that the performance appraisal system suffers from a lack of transparency, weak follow-up and the linkage between performance and reward system is loose. The study revealed that the organization conducts performance evaluations twice a year.

Performance appraisal is the basis for contract extension & annual salary increment. In D.D.Y.S.C, performance appraisal is done by immediate supervisors in consultation with the next higher supervisors, and the process is coordinated by Administration & Finance Director.

Furthermore, D.D.Y.S.C has a well-designed performance appraisal system. On the other hand compensation system that an organization offers to the employees plays a key role in increasing employee motivation, (Milgrom and Roberts, 1992 P.388), performance and productivity.

One of the most important roles of a manager/supervisor is to motivate, encourage, build, train, reinforce and modify the behavior of the subordinates (Yoder, 1981). This can happen only if there is regular and frequent interaction between the supervisor and subordinates.

According to Patton's suggestion, compensation should be equitable, adequate, cost-effective, secure, incentive-providing, and acceptable to the employee.

The goal of the compensation system is to attract, motivate and retain competent employees in the organization. The reward includes financial and non-financial that may create satisfaction for the employers. D.D.Y.S.C should have to make effort to improve the living standard of its employers and maintain a fair and equitable salary structure.

D.D.Y.S.C doesn't provide a salary that attracts, retains & motivates competent employees according to the assessment made by the researcher.

In addition, the study reveals that the compensation & benefits provided is not sufficient and must be improved. Mathis and Jackson (2004) argued that a balanced, fair, and competitive compensation and reward system affect the retention of employees.

The present study revealed that most of the people about 46 employees that 60% were satisfied with the overall HRM practices of Dire Dawa Administration Youth & Sport Commission.

5.2. CONCLUSION

The study assessed the HRM practices in the Dire Dawa Administration Youth & Sport Commission and highlighted the importance of HRM practices to achieve and sustain superior performance in changing business environments and the need for an integrated approach toward the implementation of practices.

Every organization strives to attain maximum productivity by improving the functionality of the organization.

The human resource practice have to be proactive to constantly engage employees at all levels and should examine the behavior and performance of the employees.

The following human resource management practices namely HRP, recruitment & selection, performance management, training & development, and compensation management practices play a crucial role in enhancing the job satisfaction of employees. The powerful affirmative link between HR practices and job satisfaction offers a perspective way as to how an organization can encourage an employee to work effectively and efficiently. Job satisfaction has a direct effect on employee turnover.

Thus, the organization needs to take into consideration job satisfaction and apply appropriate HRM capacities in the workplace to minimize turnover and achieve the organization's goal efficiently and effectively.

The Study revealed that firms with superior training programs are likely to experience lower staff turnover than those that neglect staff development (Arthur, 1991, Fey et al, 1999). Concerning

retention strategies, a proper assessment of the impact of current retention strategies in the Dire Dawa Administration Youth & Sport Commission is required.

As a result, further training & development, HRP, improving performance appraisal system, and reward management system is required to have the necessary competencies to perform well. There is a need to expand the human resource professional knowledge and competencies for the effective management of HR in D.D.Y.S.C. There is also a need to increase the pool of competent human resource professionals.

A new cadre of human resource managers needs to be trained and enabled to have real input into operational and strategic decisions about human resource management. Human resource professionals can develop the HR capacities based on how employees can attain their service targets in the organizations.

5.3 RECOMMENDATIONS

Based on this study, the following points are recommended to improve and remedy the problems encountered.

- D.D.A.Y.S.C should review the existing HR manual, policies, and regulations update and relevant to the current situation.
- Due to the dynamic nature of the world nowadays, D.D.A.Y.S.C's HR should be trained to update them.
- Managers and supervisors need to develop competencies that will enable them to perform the HRM capacities and functions effectively and efficiently.
- Competent and experienced employees may leave the organization for different reasons. However, identifying and analyzing the cause of employee turnover and designing practical retention mechanisms is one of the major competencies required of HR managers and top-level managers.
- Some measures have been taken to improve HR practices and these measures should be continued.
- Develop a capacity-building program for employees and short-term pieces of training locally and abroad should be undertaken based on the need assessment.

- Encourage employees to work together (teamwork), share ideas; develop a sense of ownership over their job and their workplace.
- D.D.A.Y.S.C should follow a democratic management system in the organization and apply rules regulations, supervise and evaluate timely.
- There must be proper planning, follow up and evaluation system in the organizational judgment accordingly. (Make the planning process participatory).
- There has to be a mechanism to check out whether the provided training has improved the trainee's managerial skills & knowledge as well as their performance.
- D.D.A.Y.S.C mgt. should create a good working environment and encourage employees through the application of different incentive mechanisms both financially and non-financially to achieve organizational goals.

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Assessment of human resources practices in Dire Dawa Administration Youth & Sport Commission

APPENDIXES

APPENDIX 1

The questionnaire

This questionnaire is prepared by Haile Tesfaye, a graduating student of Addis Ababa University, Ethiopia, in Master of Science (MSc), Specializing in Sport Management.

The objective of this questionnaire is to collect data on the practices of human resource management in the Dire Dawa Administration Youth & Sport Commission which will be used to prepare a thesis as partial fulfillment of my MSc Degree.

You (respondent) are kindly requested to read the questions thoroughly and respond accordingly. The result of this assessment will be treated with the utmost confidentiality and will be strictly used for academic purposes only.

I thank you very much in advance for your cooperation, for participating in this assessment, and for providing your thoughtful feedback.

Instructions:

- There is no need to write your name.
- For an open-ended questionnaire, a space is provided.
- The close-ended questionnaire will be answered by placing (√) in the given box.

Please Note:

Give your assessment of human resource management practices in Dire Dawa Administration Youth & Sport Commission by rating each statement using the 5 point scale.

A rating of 5 indicates that the statement is almost always true with the organization (Dire Dawa City Administration Youth & Sport Commission); a rating of 4 indicates that the statement is

mostly true while, a rating of 3 indicates that the statement is sometimes true. A rating of 2 indicates that the statement is rarely true whereas, a rating of 1 indicates not at all times.

5= Strongly agree

5= Highly satisfied

4= Agree

4= Satisfied

3= Neutral

3= Neutral

2= Disagree

2= Dissatisfied

1= strongly disagree

1= Highly Dissatisfied

Section I: Background Information. Please tick mark (√) in the appropriate box.

Question 1) you're Age?

20 -25 26-30 31-40 41-50 51-60 > 61

Question 2) What is your gender?

Male Female

Question 3) what is your Marital Status?

Married Unmarried

Question 4) Educational Level Achieved?

12 Certificate Diploma Bachelor

MA/MBA/MSC/MPH/MD Ph.D. Others

Question 5) How long have you worked for Dire Dawa Administration Youth & Sport Commission?

1-2 years 3-5 years 6-10 years 11-15 years > 15

Question 6) Under which department are you working?

Sport development & organization Dept Sport competition & participation Dept

Youth organization Department Sport education & training Dept

Youth participation & movement Dept

Question 7) What category best describes your job?

Senior Management Group Middle Mgt. Group Support Staff

Section II: Please give your answer to Human Resource Management Practices in Dire Dawa Administration Youth & Sport Commission by rating using tick mark (√) in the box.

Human Resource Management (HRM) involves all management decisions and practices that directly affect the people/employees who work for the organizations and provide a competitive advantage to the organizations. It includes human resources planning, recruitment, and selection, orientation, training and development, performance appraisal, compensation, and rewards, as well as labor relations matters.

Question 8) Human Resource Planning (HRP): It ensures the organization has the right persons at the right time at the right place on the right job.

a) Who prepares human resources planning in Dire Dawa Administration Youth & Sport Commission?

Project Management Dept. Management Committee
 HRM unit All Departments Separately

b) How often do you evaluate the effectiveness of the HRD plan in the Dire Dawa Administration Youth & Sport Commission?

Monthly Quarterly Twice a year annually

C) Do you have knowledge, skills, and experience in preparing human resource planning?

Yes No

d) Could you please suggest ways to improve the human resource planning practices in the Dire Dawa Administration Youth & Sport Commission?

Please tick mark (√) one call for each statement.

Question 9) Recruitment and Selection

Recruitment & Selection: Recruitment is the process by which an organization attracts job applicants with the abilities, skills, and experiences that will help the organization achieve its goals, whereas selection is the process by which an organization chooses from a list of applicants who best meet the selection criteria for the open position.	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
a) A job advertisement in Newspapers and the internet is used by the Dire Dawa Administration Youth & Sport Commission to recruit employees.					
b) Recruitment and selection is the first step in the hiring process.					
c) The recruitment and selection process in the Dire Dawa Administration Youth & Sport Commission is fair and transparent.					

d) When you were recruited for the first time to join Dire Dawa Administration Youth & Sport Commission, how did you find the job opening?

- Television Newspaper Internet
 On-campus recruitment Word of mouth

e) There are two kinds of recruitment, internet and external. Do you believe that external recruitment is better than internal recruitment?

Yes. If yes, please give reasons. _____

No. If no, please give reasons. _____

Please tick mark (√) using the 5 point scale below.

Question 10) Training and Development

Training and Development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Training is the art of increasing an employee's knowledge and skills for performing a specific job, whereas development is the process of transitioning an employee from a lower level of ability, skills, and knowledge to a higher level of ability, skills, and knowledge through education, training, and work experience, and the two are complementary.	1	2	3	4	5
a) There is a department assigned to follow up training and development program in the Dire Dawa Administration Youth & Sport Commission.					
b) The top management gives due attention to training and development programs for employees in the Dire Dawa Administration Youth & Sport Commission.					
c) Selection for training is based					

on a proper need assessment.					
d) I am satisfied with the training and development program at Dire Dawa Administration Youth & Sport Commission.					
e) I am allowed to improve my skills in the Dire Dawa Administration Youth & Sport Commission.					
f) Available training matches with my job.					

g) What type of training have you been offered by the Dire Dawa Administration Youth & Sport Commission?

Question 11) Performance Appraisal

Performance Appraisal	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Performance Appraisal is the process of measuring and evaluating an employee's performance. It is a useful tool for employee development.	1	2	3	4	5
a) Employees are aware of the implementation of the actual performance appraisal.					
b) There is a well-designed performance appraisal system in the Dire Dawa Administration Youth & Sport Commission.					
c) Immediate supervisors evaluate employees' performance in the Dire Dawa Administration Youth & Sport Commission.					
d) Performance appraisal takes place					

Question 12) Compensation and Rewards

Compensation is the Human Resource Management function that deals with every type of reward individuals receive in exchange for forming an organization's tasks. The main goal of the

compensation and reward system is to attract, retain and motivate good employees in the organization.

Compensation & Rewards	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
a) Dire Dawa Administration Youth & Sport Commission Board of Directors makes compensation decisions.					
b) The goal of compensation and incentive in organizations is to recruit and retain employees.					
c) The Dire Dawa Administration Youth & Sport Commission's incentive and compensation systems are adequate.					
d) I am satisfied with my current salary and other benefits I earn in the Dire Dawa Administration Youth & Sport Commission.					
e) The amount of medical expenses allowed is sufficient.					

a) Question 13) How are you satisfied with human resource management practices in Dire Dawa Administration Youth & Sport Commission?

- Highly Dissatisfied
 Dissatisfied
 Average
 Satisfied
 Highly Satisfied

b) What could be done to improve the Human Resources Management Practices in Dire Dawa Administration Youth & Sport Commission?

Thank you very much!

Assessment of human resources practices in Dire Dawa Administration Youth & Sport Commission

APPENDIX 2

The questionnaire

This questionnaire is prepared by Haile Tesfaye, a graduating student of Addis Ababa University, Ethiopia, in Master of Science (MSc), Specializing in Sport Management.

The objective of this questionnaire is to collect data on the practices of human resource management in Dire Dawa City Administration Youth & Sport Commission which will be used to prepare a thesis as partial fulfillment of my MSc Degree.

You (respondent) are kindly requested to read the questions thoroughly and respond accordingly. The result of this assessment will be treated with the utmost confidentiality and will be strictly used for academic purposes only.

I thank you very much in advance for your cooperation, for participating in this assessment, and for providing your thoughtful feedback.

Instructions:

- There is no need to write your name.
- For an open-ended questionnaire, a space is provided.
- The close-ended questionnaire will be answered by placing (√) in the given box.

Please Note:

Give your assessment of human resource management practices in Dire Dawa Administration Youth & Sport Commission by rating each statement using the 5 point scale.

A rating of 5 indicates that the statement is almost always true with the organization (Dire Dawa City Administration Youth & Sport Commission); a rating of 4 indicates that the statement is mostly true while, a rating of 3 indicates that the statement is sometimes true. A rating of 2 indicates that the statement is rarely true whereas, a rating of 1 indicates not at all times.

5= Strongly agree

5= Highly satisfied

4= Agree

4= Satisfied

3= Neutral

3= Neutral

2= Disagree

2= Dissatisfied

1= strongly disagree

1= Highly Dissatisfied

Section I: Background Information. Please tick mark (√) in the appropriate box.

Question 1) You're Age?

20 -25 26-30 31-40 41-50 51-60 > 61

Question 2) What is your gender?

Male Female

Question 3) What is your Marital Status?

Married Unmarried

Question 4) Educational Level Achieved?

12 Certificate Diploma Bachelor

MA/MBA/MSC/MPH/MD Ph.D. Others

Question 5) How long have you worked for Dire Dawa Administration Youth & Sport Commission?

1-2 years 3-5 years 6-10 years 11-15 years > 15

Question 6) Under which department are you working?

Sport development & organization Dept Project Management Department

Sport competition & participation Dept Youth organization Dept

Sport education & training Dept Youth participation & movement Dept

Question 7) What category best describes your job?

Senior Management Group Middle Mgt. Group Support Staff

Section II: Please give your answer to Human Resource Management Practices in Dire Dawa Administration Youth & Sport Commission by rating using tick mark (√) in the box.

Human Resource Management (HRM) involves all management decisions and practices that directly affect the people/employees who work for the organizations and provide a competitive advantage to the organizations. It includes human resources planning, recruitment, and selection, orientation, training and development, performance appraisal, compensation, and rewards, as well as labor relations matters.

Question 8) Human Resource Planning (HRP): It ensures the organization has the right persons at the right time at the right place on the right job.

a) Who prepares human resources planning in Dire Dawa Administration Youth & Sport Commission?

Project Management Dept Management Committee
 HRM unit All Departments Separately

b) How often do you evaluate the effectiveness of the HRD plan in the Dire Dawa Administration Youth & Sport Commission?

Monthly Quarterly Twice a year annually

C) Do you have knowledge, skills, and experience in preparing human resource planning?

Yes No

d) Could you please suggest ways to improve the human resource planning practices in the Dire Dawa Administration Youth & Sport Commission?

Please tick mark (✓) one cell for each statement.

Question 9) Recruitment and Selection

Recruitment & Selection: Recruitment is a process an organization uses to attract job applicants who have abilities, skills, and experiences to help the organization achieve its objective while; selection is to choose from a list of applicants who best meet the selection criteria for the position available.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
a) A job advertisement in Newspapers and the internet is used by the Dire Dawa Administration Youth & Sport Commission to recruit employees.					
b) Recruitment and selection is the first step in the hiring process.					
c) The recruitment and selection process in the Dire Dawa Administration Youth & Sport Commission is fair and transparent.					

d) When you were recruited for the first time to join Dire Dawa Administration Youth & Sport Commission, how did you find the job opening?

- Television Newspaper Internet
 On-campus recruitment Word of mouth

e) There are two kinds of recruitment, internet and external. Do you believe that external recruitment is better than internal recruitment?

Yes. If yes, please give reasons. _____

No. If no, please give reasons. _____

Please tick mark (√) using the 5 point scale below.

Question 10) Training and Development

Training and Development	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Training is the art of increasing the knowledge and skills of an employee for performing a particular job, while development is the process of transition of an employee from a lower level of ability, skills, and knowledge to that of higher level by education, training, work experience and both are complementary to each other.	1	2	3	4	5
a) There is a department assigned to follow up training and development program in the Dire Dawa Administration Youth & Sport Commission.					
b) The top management gives due attention to training and development programs for employees in the Dire Dawa Administration Youth & Sport Commission.					
c) Selection for training is based					

on a proper need assessment.					
d) I am satisfied with the training and development program at Dire Dawa Administration Youth & Sport Commission.					
e) I am allowed to improve my skills in the Dire Dawa Administration Youth & Sport Commission.					

Question 11) Performance Appraisal

Performance Appraisal	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Performance Appraisal is the process of measuring and evaluating an employee's performance. It is a useful tool for employee development.	1	2	3	4	5
a) Employees are aware of the implementation of the actual performance appraisal.					
b) There is a well-designed performance appraisal system in the Dire Dawa Administration Youth & Sport Commission.					
c) Immediate supervisors evaluate employees' performance in the Dire Dawa Administration Youth & Sport Commission.					
d) Dire Dawa Administration Youth & Sport Commission responds to employee complaints without delay.					
e) Performance appraisal of employees be conducted twice a year					

Question 12) Compensation and Rewards

Compensation is the Human Resource Management function that deals with every type of reward individuals receive in exchange for forming an organization's tasks. The main goal of the compensation and reward system is to attract, retain and motivate good employees in the organization.

Compensation & Rewards	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
a) Dire Dawa Administration Youth & Sport Commission Board of Directors makes compensation decisions.					
b) The focus of compensation and reward is to attract, and retain employees in organizations.					
c) The reward and compensation schemes provided by Dire Dawa Administration Youth & Sport Commission are sufficient.					
d) I am satisfied with my current salary and other benefits I earn in the Dire Dawa Administration Youth & Sport Commission.					
e) The amount of medical expenses allowed is sufficient.					

a) **Question 13) how are you satisfied with human resource management capacity in the Dire Dawa Administration Youth & Sport Commission?**

- Highly Dissatisfied
 Dissatisfied
 Average
 Satisfied
 Highly Satisfied

Thank you very much!

**የአዲስ አበባ ዩኒቨርሲቲ የድህረ ምሩቃን ትምህርት ክፍል የናቹራል እና ኮምፒዩቴሽናል ሳይንስ ኮሌጅ
የስፖርት ሳይንስ ዲፓርትመንት - ስፖርት ማኔጅመንት**

መጠይቅ:-

ውድ መልስ ሰጪዎች:-

የዚህ መጠይቅ ዋና አላማ በድሬዳዎ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን የሰው ሀብት አስተዳደር ስራዎች ዙሪያ መረጃ ለመሰብሰብ ሲሆን የእርስዎ መልስ ለዚህ ጥናት መሳካት በእጅጉ አስፈላጊ ነው። ስለሆነም እውነተኛ እና ትክክለኛ መልስ እንዲሰጡኝ በአክብሮት እጠይቃለሁ። ሁሉም መረጃዎች በሚስጥራዊነት የሚያዙ ሲሆን ለትምህርታዊ አላማ ብቻ የሚውሉ ናቸው።

ስለትብብሮዎ ከወዲሁ አመሰግናለሁ።

መመሪያ

- በመጠይቁ ላይ ስምዎንን መጻፍ አያስፈልግም፤
- ዉስን መልስ ላላቸዉ ጥያቄዎች ሲመልሱ የደረጃ መለኪያዎች በሚሰጡበት ጊዜ ይህቺን () ምልክት ይጠቀሙ፤ መልስዎንን አጭር እና ግልፅ ያድርጉ፤
- ማብራሪያ ለሚጠይቁ ጥያቄዎች በጥያቄዎ አውድ መሰረት ክፍት ቦታው ላይ በአጭሩ ይግለፁ።

እባክዎን ከዚህ በታች ለቀረቡት ጥያቄዎች በተሰጡት 5 = በጣም እስማማለሁ ፣ 4= እስማማለሁ ፣ 3 = ሀሳብ የለኝም ፣ 2 = አልስማማም ፣ 1 = በጣም አልስማማም ፤ በማለት ይህቺን () ምልክት ያስቀምጡ።

ክፍል 1 የግል የኋላ ታሪክ/ዳራ

ጥያቄ ቁ.1) እድሜ:-

20 -25 26-30 31-40 41-50 51-60 > 61

ጥያቄ ቁ. 2) ፆታ:-

ወንድ ሴት

ጥያቄ ቁ. 3) የጋብቻ ሁኔታ

ያገባ ያላገባ

ጥያቄ ቁ. 4) የትምህርት ሁኔታ?

12 ሰርትፍኬት ዲፕሎማ ዲግሪ

ማስተርስ ዶክትሬት ሌላ

ጥያቄ ቁ. 5) ለምን ያክል ጊዜ በ ድሬድዋ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን ሰርተዋል?

1-2 ዓመት 3-5 ዓመት 6-10 ዓመት 11-15 ዓመት >15 ዓመት

ጥያቄ ቁ. 6) በየትኛው የስራ ክፍል ውስጥ እየሰሩ ነው?

የስፖርት ልማት እና አደረጃጀት ክፍል የስፖርት ውድድር እና ተሳትፎ ክፍል
 የወጣቶች አደረጃጀት ክፍል የስፖርት ትምህርት እና ስልጠና ክፍል
 የወጣቶች ተሳትፎ እና ንቅናቄ ክፍል

ጥያቄ ቁ. 7) ሥራዎን በተሻለ ሁኔታ የሚገልፅ የትኛው ምድብ ነው?

የከፍተኛ አስተዳደር ቡድን መካከለኛ አስተዳደር ቡድን የድጋፍ ሠራተኞች

ክፍል 2 የሰው ሀብት አስተዳደር

ጥያቄ ቁ. 8.ሀ) በድሬዳዋ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን ውስጥ የሰው ሀብት ዕቅድን (HDR) የሚያዘጋጀው ማነው?

የፕሮጀክት አመራር ክፍል የአስተዳደር ኮሚቴ
 የሰው ሀብት አስተዳደር ቡድን ሁሉም የስራ ክፍሎች በተናጥል

ለ) በድሬዳዋ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን ውስጥ የ HDR ዕቅድ ውጤታማነትን በምን ያህል ጊዜ ይገመግሙታል??

ወርሃዊ በየሩብ ዓመቱ በዓመት ሁለት ጊዜ በየዓመቱ

ሐ) የሰው ሀብት እቅድን በማዘጋጀት ረገድ እውቀት, ችሎታ እና ተሞክሮ አለዎት?

አዎ አይ

መ) በድሬዳዋ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን የሰው ሀብት እቅድ አወጣጥን ለማሻሻል የሚያስችሏቸውን መንገዶች ይጠቁሙ?

እባክዎትን ከዚህ በታች ባለው ስንጠረገሮች ውስጥ በተሰጡት 5=በጣም እስማማለሁ፣ 4=እስማማለሁ፣ 3=ሀሳብ የለኝም፣ 2=አልስማማም፣ 1=በጣም አለስማማም፤ በማለት ይህቺን () ምልክት ያስቀምጡ።

ጥያቄ ቁ. 9) ምልመላ እና ምርጫ

ምልመላ እና ምርጫ	1	2	3	4	5
ሀ) ጋዜጣዎች እና በይነመረብ ለ ሥራ ማስታወቂያነት በ ድሬዳዋ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን ሥራ ለመቅጠር ያገለግላሉ					
ለ) ምልመላ እና ምርጫ በቅጥር ሂደት ውስጥ የመጀመሪያው እርምጃ ነው					
ሐ) በድሬዳዋ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን ምልመላ እና የመምረጥ ሂደት ፍትሃዊ እና ግልፅ ነው					

መ) የድሬዳዋ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን ከመቀላቀለዎ በፊት የሥራውን መከፈት እንዴት ሊሰሙ ቻሉ?

በቴሌቪዥን
 በጋዜጣ
 በይነመረብ
 በካምፓስ ምልመላ
 ቃል

ሰ) ውጫዊ ምልመላ ከውጭ ምልመላ በተሻለ ሁኔታ ይሻላል ብለው ያምናሉ?

አዎ. መልስዎ አዎ ከሆነ እባክዎን ምክንያቶችን ይሰጡ. _____
 አይ, መልስዎ አይ ከሆነ እባክዎን ምክንያቶችን ይሰጡ. _____

ጥያቄ ቁ. 10) ስልጠና እና ልማት

ስልጠና እና ልማት	1	2	3	4	5
ሀ) በድሬዳዋ አስተዳደር የወጣቶች እና ስፖርት ኮሚሽን ውስጥ ስልጠና እና ልማት ፕሮግራምን ለመከታተል የተመደበ የስራ ክፍል አለ					
ለ) የድሬዳዋ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን ለሰራተኞች ስልጠና እና ልማት ፕሮግራሞች ተገቢውን ትኩረት ይሰጣል					
ሐ) ለስልጠና ምርጫ በትክክለኛ ግምገማ ላይ የተመሠረተ ነው.					
መ) በድሬዳዋ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን ስልጠና እና ልማት ፕሮግራሞች ደስተኛ ነኝ					
ሰ) በድሬዳዋ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን ውስጥ ችሎታዬን ለማሻሻል ተፈቅዶልኛል					
ረ) ከሰራዊ ጋር የሚገናኙ ሥልጠናዎች አሉ					

ሠ) በድሬዳዋ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን ውስጥ ምን ዓይነት ስልጠና ተሰጥቷቸዋል? _____

ጥያቄ ቁ. 11) የአፈጻጸም ግምገማ

የአፈጻጸም ግምገማ	1	2	3	4	5
ሀ) ሰራተኞች ትክክለኛውን የአፈጻጸም ግምገማ ያውቃሉ					
ለ) በድሬዳዋ አስተዳደር ወጣቶች እና ስፖርት ኮሚሽን ውስጥ በጥሩ ሁኔታ የተዘጋጀ የአፈጻጸም ግምገማ ስርዓት አለ					

