



**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
GRADUATE STUDIES**

**THE EFFECT OF HUMAN RESOURCE MANAGEMENT
PRACTICE ON ORGANIZATIONAL PERFORMANCE
IN ETHIOPIA ORTHODOX THWAHIDO CHURCH
(E.O.T.C) PATRIARICHAT HEAD OFFICE**

By

Yewynshet Desalegn

May, 2017

Addis Ababa, Ethiopia

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**A Research Submitted to Addis Ababa University School of
Commerce in Partial Fulfillment of MA in Human Resource
Management**

Advisor: Worku Mekonnen (PhD.)

May, 2017

Addis Ababa, Ethiopia

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Declaration

I, Yewynshet Desalegn Birhanu, announce this research paper entitled “the impact of Human Resource Management Practice on organizational performance in Ethiopian Orthodox Thwahido Church” is my own and I confront to say original research work that has not been formed by others in any other universities for any other requirements in any form. To this end, I accepted all sources of information that I used to produce the study appropriately and I would say perfectly.

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Letter of Certification

This to certify that Yewynshet Desalegn has carried out his thesis work on the topic entitled “The impact of Human resource management practice on organizational performance in Ethiopia Orthodox Thwahido Church” under my guidance and supervision. Accordingly, I here assure that his work is appropriate and standard enough to be submitted for the award of Master of Arts in Human Resource Management.

Research Advisor

Signature

Date

Worku Mekonen (PhD) _____

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Acronyms

EOTC Ethiopia Orthodox Thwahido Church

HR Human Resource

HRD Human Resource Development

HRM Human Resource Management

OP Organizational Performance

Abstract

The aim of this paper was to show the effect of human resource management (HRM) practices on organizational performance in Ethiopia orthodox thwahido church patriarchate head office. A total of 141 employees from EOTC responded to the survey. The survey questionnaire had 39 items covering selected HRM practices and the organization's performance. The study has found that human resource management practices: HR planning, recruitment and selection, training and development, performance appraisal and reward have a significant relationship with organization's performance. The results come from descriptive survey study survey study which was done at simple random sampling technique. If EOTC is needs to increase its performance to higher levels, it need to stress more on reward, performance appraisal and training and development, recruitment and selection respectively. There also required Some improvement to be done on HRM practices in order to raise their effectiveness on the organization's performance.

Table of Content

Topic	Page
Approval of the Research Board Examiners:	i
Declaration.....	ii
Letter of Certification	iii
Acknowledgment.....	iv
Acronyms.....	v
Abstract.....	vi
Table of Content	vii
List of Tables	ix
Chapter One	1
Introduction	1
1.1. Background of the Study	1
1.2. Brief Historical Overview of the EOTC.....	2
1.3. Statement of the Problem	4
1.4. Research Question	5
1.5. Objective of the Research.....	5
1.5.1 General Objective.....	5
1.5.2. Specific Objective	5
1.6. Significance of the Study.....	6
1.7. Scope of the Study.....	6
1.8. Limitation of the Study.....	6
1.9. Definitions of Terms.....	7
1.10. Organization of the Study.....	7
Chapter Two	8
Related Literature Review	8
Introduction	8

2.1. The Concept of Human Resource Management.....	8
2.2. Human Resource Management Practices	9
2.2.1. Human Resource Planning Practice	9
2.2.2. Recruitment and Selection Practice.....	10
2.2.3. Training and Development Practice	11
2.2.4. Performance Appraisal Practice	12
2.2.5. Reward Practice.....	13
2.4. Human Resource Management Practice and Organization Performance.....	14
Chapter Three	16
Research Methodology	16
Introduction	16
3.1. Research Design	16
3.2. Data Types and Sources	16
3.2.1 Primary Data Source	16
3.2.2 Secondary Data Sources.....	17
3.3. Instrument Design/Measurement.....	17
2.3.1. Questionnaire	17
3.3.2. Interview.....	17
3.4. Sample Design.....	17
3.4.1. Target Population	17
3.4.2. Sample Size.....	18
3.4.3. Sampling Technique.....	18
3.5. Data Collection Method.....	18
3.6. Data Analysis Method	19
3.7. Ethical Consideration	19
Chapter Four	20
Data analysis interpretation and discussion.....	20
Introduction	20
4.1. Response Rate.....	20
4.2. Demographic Data.....	21

4.3. Analysis of Human Resource Management Practices	22
4.3.1. Human Resource Planning Practice	23
4.3.3. Training and Development Practice	25
4.3.4. Performance Appraisal Practice	26
4.3.6. Over all HR practice.....	27
4.3.7. Organization performance.....	28
4.4. Relationship between HRM practice and OP	29
4.5. Impact of HRM Practice on Organizational Performance.....	30
4.6. Discussion.....	33
Chapter Five	37
Summary of Finding Conclusion and Recommendation.....	37
Introduction	37
5.1. Summary of Major Findings.....	37
5.2 .Conclusion.....	38
5.3. Recommendation	38
Reference.....	39
Appendix 1	42
Questionnaire.....	42
Appendix 2	49
Interview Question	49

List of Tables

<i>Table 1: Demographic Data.....</i>	21
<i>Table 2: Reliability Statistics for HR Practice</i>	22
<i>Table 3: Reliability Statistics for HR OP</i>	22
<i>Table 4: Mean Score of HR Planning Practice</i>	23
<i>Table 5: Mean score of recruitment and selection practice</i>	24
<i>Table 6: Mean score of training and development.....</i>	25
<i>Table 7: Mean score of performance appraisal practice</i>	26
<i>Table 8: Mean score of Reward Practice</i>	27

<i>Table 9: Score of standard deviation over all hr practice</i>	27
<i>Table 10: Mean score of organizational performance</i>	28
<i>Table 11: Correlation</i>	29
<i>Table 12: Model Summary</i>	30
<i>Table 13: Coefficients</i>	30
<i>Table 14: ANOVA^a</i>	31

Chapter One

Introduction

1.1. Background of the Study

As CANIA, L. (2015) found in his study Human resources are the key for keeping the organization in the market so competitive. These human resources need to be managed effectively to achieve the required performance of the organization. Human resource management (HRM) refers to the policies and practices including human resource planning, job analysis, recruitment, selection, (Dessler 2007).Singh on his study of Human resource practices and its role in organizational effectiveness: a Review It all depends on the best Human resource practices wherein they not only identifies the intellectual employees but also capable of retaining them and influencing them to work for the vision and mission of the organization. This is ominous for the organization if it fails to retain its employees, as then the employee feels isolated and disconnected with the organization. The absenteeism rate and the turnover of the employees will be increased or commitment will be decreased, gradually the organization success or its mere existence is at stake Singh.E.(2016). Job training programs has strong effect on organization's performance whereas on the job training programs does not. Through efficient training programs would not only help to achieve the organization's goals by adding the satisfaction and better output of employees, it would also helps to equip employees with knowledge and expertise that are necessary to perform that specific job. Past researchers exposed that training provides sufficient ability to a worker to do better in a given job and then improve the organizational performance. Incentives are basically used to of existing workers, or on both. Employees can be hired motivate employees to become more productive in order through refined recruitment and selection methods which to enhance the organizational performance (*Iqbal,. A,Lodhi.R.N., Saeed.R.2013*).Organizations exist not because of their desire to be benevolent but to also make profit. Though their initial concern may be that of image building and winning the goodwill of the public, but the ultimate goal is the achievement of the organizational goals. This means that there is the need to plan strategically to cater for the short, medium and long term growth of the organization. The Ethiopian Orthodox Tewahido Church is the most distinguished church throughout Ethiopian history. The church has millions of employees, followers, thousands of

churches, monasteries and also many ministers. The church is also well known by many tangible and intangible spectacular religious ceremonies, songs incredible rock hewn churches and crosses which have different designs and ancient historical and theological books (priest Yohannes (2016). This study has focused the impact of human resource management practice on organizational performance of Ethiopia Orthodox Tewahido church patriarchate head office. The organization is engaged in human resource management practice such as, recruitment and selection, training and development, employee performance appraisal and reward, practice. The organization prepare annual plan for each administrative activities annually and recruit and select employees for the vacant positions. thus, the organization should plan the human resource need to perform each activities and recruit and select the most appropriate candidates and give training to new hired and existing employees how to perform their activities, evaluate their performance in a fixed time interval (quarterly, semi- annually, annually) based on their performance give to them their reward and benefits to improve organization's performance.

1.2. Brief Historical Overview of the EOTC

As one of the world's ancient civilizations, Ethiopia's historical development has been conspicuously intertwined with Christianity. In fact, the earliest reference to the introduction of Christianity to Ethiopia is in the New Testament (Acts 8:26:38) when Philip the Evangelist converted an Ethiopian court official in the First Century A.D. Ever since then Christianity has played a major role in shaping the culture, tradition and history of Ethiopia As such, the Christian faith has been deeply rooted in Ethiopia since Biblical times. Yet the legal foundation of Ethiopia, as recorded in the - Negest (The Glory of Kings), is also linked with the introduction of Judaism to this ancient land by means of two historical occurrences: The birth of Menilek, Son of Solomon, King of Israel and the Queen of Sheba of Ethiopia (970-33 B.C. and the Ark of the Covenant which was brought to Axum from Jerusalem by the Levites (946B.C.. The Axsumite Kingdom, the forerunner to modern day Ethiopia, accepted Christianity around 328 A.D. under King Ezana, who ruled the powerful kingdom in northern Ethiopia from 313-339 A.D. a liturgical language that the EOTC uses in most of its services even to this day. At the same time, many historical events have shaped and influenced the EOTC, starting in the time of the New Testament. For example, the church joined the Coptic (Egyptian) Church in repudiating

the Christological proclamation decreed by the Council of Chalcedon in 451 A.D., which validated that the Human and Divine natures of Jesus Christ were equally present in one person, not combined as one. However, this two-nature doctrine, followed by the Roman and Eastern Orthodox churches, was in conflict with the belief held by the Coptic and Ethiopian Orthodox churches, also known as Non-Chalcedonies or Oriental Orthodox churches, on the Incarnation of Christ. The latter adheres to the single-nature doctrine, holding that Christ had only one nature, which was a complete union of the Human and the Divine, and which could not be divided or separated. According to the Oriental Orthodox churches, Jesus Christ did everything as both Man and God, but the Roman and Eastern Orthodox churches advance a doctrine that He did some things as Man while doing other things as God. Professor Sergew.H.S.&ProfessorTadesseT,(1970). In our day, the Ethiopian Orthodox Tewahedo Church is one of the six Oriental Orthodox Churches, and the largest among this group. Tewahedo is a Ge'ez word conveying the meaning of being made one or unified, and referring to the Oriental Orthodox doctrine of the united Divine and Human natures of Christ. So, the Oriental Orthodox churches including the Coptic Orthodox, the Ethiopian Orthodox Tewahedo, the Syria Orthodox (sometimes referred to as "Jacobite"), the Armenian Apostolic, the Eritrean Orthodox (Separated in 1991 from the EOTC upon Eritria's independence from Ethiopia), and the Malankara (Indian) Orthodox churches, are in a spiritual union, sharing the common belief on the Biblical mystery of Incarnation. However, the historical legacy and theology of the EOTC tradition has its own unique features that separate the Church's practices and rituals from those of its sister churches. For example, Many practices related to ancient Judaism—such as veneration for a representation of the Ark of the Covenant in every church—are unique to the Ethiopian Church. On the altar of the Ethiopian churches there is a miniature facsimile of the Tabot, one of the tablets of the Ark of the Covenant, which Ethiopians believe is preserved in their country.(priest Yohannes,2016) .Currently EOTC have its own administrative structure which have five levels starting from holly-synod, holly-synod unique office, patriarchate head office, diocese, wereda level offices, parish church from these structure polices ,rules and regulations planned and announced by holy synod and all administrative , and governing the rest 3 structure is the role of played by patriarchate head office (D,N Asamenew.K&ZerayeuS.2004) .It have its own administrative rules and regulations and HR policy to manage its employees in a good manner(EOTC 1996).

1.3. Statement of the Problem

Huselid.M.A, AND DELANEY.J.T (1996)on their study The impact of human resource management practice on perspectives of organizational performance the result of the study assert that there is simulation of human resource management practice and firm performance more profitable firms have adopt human resource management activities. Setia.K.Trehan.S (2014) on their study of Human Resource Management Practices and Organizational Performance: An Indian Perspective the finding of the study was The selected set of HR practices positively influence the desired Organizational performance outcome through the mediating role of the firm's strategic objectives Setia.K.Trehan.S (2014). Presently Ethiopia Orthodox Thwahido church have engaged in human resource management practices such as human resource planning, recruitment and selection of employees within and outside of the organization for open position and in place of those who leave the organization, training and development, performance appraisal and reward practices. As the preliminary survey conducted by the researcher employees were not satisfied with the current human management resource practice even though there is human resource management policy manual in the organization practically the organization employment process didn't follow the direct procedure when a managers want to employe a man who he want to assign in a position he want without any advertisement and announcement he assign the person without any plan .placement of peoples also made with the willingness of the manager of patriarchate head office ;selection criteria was depend on their personal interest, there was no fixed training and development trained in the organization, employees didn't know there performance result i.e. there was no performance appraisal practice in the organization, which leads unfair reward distribution in the organization that crates dissatisfaction and less productivity of employees and organization over all. Taking the cost associated with human resource management practice and its impact on organization performance into consideration, this study were identify the gaps between the human resource management practices of the organization by comparing with the best practice discussed on the literature in terms of human resource planning, recruitment, selection training and development, performance appraisal and reward activities and the impact of HRM practice on organizational performance.

1.4. Research Question

This study has addressed the following questions.

- ❖ To What extent HRM practice (HR planning, recruitment and selection, training and development, performance appraisal and reward) implemented in EOTC patriarchate head office?
- ❖ To what extent HRM practice influence organizational performance in Ethiopia Orthodox Thwahido church?
- ❖ Do HRM practice (HR planning, recruitment and selection, training and development, performance appraisal and reward) and organization performance have relationship?
- ❖ Which one of HRM practice (HR planning, recruitment and selection, training and development, performance appraisal and reward) highly affects organization performance?

1.5. Objective of the Research

1.5.1 General Objective

The general objective for undertaking this study was to find out the effect of human resource management practice on organizational performance of Ethiopian Orthodox Thwahido Church patriarchate head office.

1.5.2. Specific Objective

- To narrate to what extent HRM practice (planning, recruiting, selection and training and development, performance appraisal and reward) implemented in EOTC patriarchate head office
- To determine the relationship between the human resource management practices (planning, recruiting, selection and training and development, performance appraisal and reward) and organizational performance.
- To investigate the effect of human resource management practice (planning, recruiting, selection and training and development, performance appraisal and

reward) to organization's performance in Ethiopia Orthodox Tewahedo Church patriarchate head office.

- To determine which HR practice (planning, recruiting, selection and training and development, performance appraisal and reward) is highly affect organization performance.

1.6. Significance of the Study

The result of the study have value for several groups including the to Ethiopia orthodox Thwahido church to implement their human resource policies in proper manner and to prepare new policies to manage the human resource properly, to the researcher, and for the general public and to inspire other potential researchers to conduct further study in the subject matter of the organization in a detailed manner.

1.7. Scope of the Study

The study have limited in Ethiopia Orthodox Thwahido Church patriarchate head office only on five human resource management practices i.e. human resource planning, recruitment and selection, training and development, performance appraisal and reward practice by excluding other HRM practices. By employing simple random sampling method and descriptive research design.

1.8. Limitation of the Study

There were shortage in accessibility and availability of written documents that yields the company human resource management practice. This is because of the research in this area was unusual and the non advancement of the data system of the organization. However to avert the negative impact of such limitation on the final finding of the study, the researcher were conduct different methodologies like interviewing the concerned personnel in the organization.

1.9. Definitions of Terms

The definition of Human Resource Management (HRM) ‘Involves the productive use of people in achieving the organization's strategic business objectives and the satisfaction of individual employee needs

Human Resource management practice —

The definition as identified by Stone is: ‘HR activities such as job analysis, HR planning, recruitment etc.’ HR practice for the purposes of this research will identify as human recourse planning, recruitment, selection and placement.

Human resource planning: the process of forecasting the supply and demand for human resources within an organization and developing action plans for aligning the two

Recruitment - The definition of recruitment is ‘The process of seeking and attracting a pool of qualified applicants from which candidates for job vacancies can be selected

Selection— The process of choosing from a group of applicants the best qualified candidate

Training and development: giving skills to employees how to perform their current work and enable them to have capacity to perform their activity continuously.

Performance appraisal: evaluating current employee’s performance and giving them feedback.

Reward: payment of employees in return to their performance.

1.10. Organization of the Study

This study had five chapters. The first chapter was deal with background of the study statement of the problem, objective of the study significance of the study and scope and limitation of the study. The second chapter describes related literature review and the third one contains methodology part of the study. In the fourth chapter the researcher were make out the analysis of the HRM practice and its impact on organizational performance interpretation and discussion of results of the data that were collect from the respondents. The fifth one contain summery of finding conclusion and recommendation

Chapter Two

Related Literature Review

Introduction

On the previous chapter background information, problem statement, research question was provided in the organization in this study were conducted the objective and significance of the study were also addressed. This chapter will discuss study on Human resource management. It focuses on definition process, HRM practices and organization performance.

2.1. The Concept of Human Resource Management

According to Armstrong (2014) conceptual framework consisting of a philosophy underpinned by a number of theories drawn from the behavioral sciences and from the fields of strategic management, human capital and industrial relations. The HRM philosophy has been heavily criticized by academics as being managerialist and manipulative but this criticism has subsided, perhaps because it became increasingly evident that the term HRM had been adopted as a synonym for what used to be called personnel management. As noted by Storey 'In its generic broad and popular sense it [HRM] simply refers to any system of people management. HRM practice is no longer governed by the original philosophy if it ever was. It is simply what HR people and line managers do. Few references are made to the HRM conceptual framework. This is a pity an appreciation of the goals, philosophy and underpinning theories of HRM and the various Nowadays, Human resource management (HRM) refers to the policies and practices involved in carrying out the 'human resource (HR)' aspects of a management position including human resource planning, job analysis, recruitment, selection,

orientation, compensation, performance appraisal, training and development, and labour relations (Dessler, 2007).

The goals of HRM

The goals of HRM are to:

Support the organization in achieving its objectives by developing and implementing Human resource (HR) strategies that are integrated with the business strategy (strategic HRM);

contribute to the development of a high-performance culture;

ensure that the organization has the talented, skilled and engaged people it needs;

create a positive employment relationship between management and employees and a climate of mutual trust;

encourage the application of an ethical approach to people management. (Armstrong 2014).

2.2. Human Resource Management Practices

According to Martin sons,(1995). Cited in, Shiferaw Dibaba (2013). HRM practices are the primary means by which firms can influence and shape the skills, attitudes, and behavior of individuals to do their work and thus achieve organizational goal HR practices are designed to improve the knowledge, skills and abilities of employees, boost their motivation, minimize or eliminate loitering on the job and enhance the retention of valuable employees. The present study investigated the following HRM practices namely, Human Resource Planning, recruitment & selection, and training and development performance appraisal and reward practices, and the effects of these practices on the performance of E.O.T.C. examined carefully in details.

2.2.1. Human Resource Planning Practice

According to Mensah O.Y., 2012, Human resource planning is crucial in organizations in the sense that, it makes the organization aware of what course of action to take, and also to be proactive in recruiting and retaining employees. Through human resource planning organizations can determine, if there will be right supply of talent in order to increase their recruiting efforts and act quickly to secure skilled and talented employees. To better

compete in the global market, organization will need to create and implement corporate strategies to promote itself as a “preferred employer” investing in progressive HR policies and programs with the goal of building a high-performing organization of engaged people, and fostering and creating a work environment where people want to work, not where they have to work. human resource planning needs a continual process to help organizations to achieve its goals, though some jobs are still in demand during downturn, securing people with highly desirable skills will always be a challenge. Human resource planning contribute to organization success in the sense that, it ensures that an organization always have a concept of the job market and how it related to its failure.

2.2.2. Recruitment and Selection Practice

Recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions. Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost .As explained by recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies. For Ofori and Aryeetey (2011) cited by Ufoma.N (1015) recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. Evidence has shown that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes (Bacon & Hoque, 2005) with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice .The general purpose of recruitment according to Gamage (2014) is to provide the organization with a pool of potentially qualified job candidates. The quality of human resource in an organization highly depends on the quality of applicants attracted because organization is going to select employees from those who were attracted. In the same vein, Ufoma.N.(2015) construed recruitment as the entry point of manpower into an

organization and the path an organization must follow from there on in order to make sure that they have attracted the right individuals for their culture and vibes so that the overall strategic goals are achieved. there is a variety of recruitment approaches (e.g. employee referral, campus recruitment, advertising, recruitment agencies/consultants, job sites/portals, company websites, social media etc, and most organizations will use a combination of two or more of these as part of a recruitment process or to deliver their overall recruitment strategy. However, which recruiting channels should be used depends on the job position, on the company's employer brand, on the resources the company has on its recruiting team, on how much recruiting budget the company has, etc. One can use them all and find out which suits the best. Every recruiting channel offers different benefits and limitations and works better for certain situations and companies. Organization's human resource policies and practices represent important forces for shaping employee behavior and attitudes. In view of the findings, the study suggests that in designing and instituting recruitment and selection criteria quality should not be compromised. This is more so as the right type of labor is hard to come by. (Ufoma ,.N.2015)

2.2.3. Training and Development Practice

According to Simachew Amare (2014) training involves providing the employees the knowledge and skills needed to a particular current job or task while development is preparing employees for future work responsibilities, increasing capacities and help them to perform their current job. It enables the individuals to gain their best human potential by attaining a total all-rounded development. It also promotes dignity of employment in an organization and provides opportunities for teamwork and personal development. Hence, a well-planned HRD system must be a central part of human resource management in every organization. This section, presents the practice of human resource development from training and development, career development, organizational development and performance appraisal aspects. Mutahi .N find on his study revealed that training and development though positively influenced performance. There is need to conduct a Training Needs Analysis in public universities which will identify the relevant training for various employees. (Mutahi .N.2015).

Training programs are useful for the success of any organizational strategy and help to compete with changes in the near future. The competitive advantage of companies is the good quality of their human resources in the highly competitive environment. In addition

great emphasis on internal training that is firm specific training, rather than external or general training (Saeed, R, Lodhi, N.R, Iqbal, A..., 2013). Training and development is seen as one of the key practices of HRM and it refers to the programs designed to teach the employees about the company specifics, educate them on the general rules of an organization, to provide them technical knowledge which is considered important to complete the job tasks effectively and to eradicate the probable imperfections at work (Antwi.J.O,etal,2016).job training programs has strong effect on organization's performance whereas on the job training programs does not. Through efficient training programs would not only help to achieve the organization's goals by adding the satisfaction and better output of employees, it would also helps to equip employees with knowledge and expertise that are necessary to perform that specific job. Past researchers exposed that training provides sufficient ability to a worker to do better in a given job and then improve the organizational performance (Iqbal, A, Lodhi.R.N., Saeed.R.2013).

2.2.4. Performance Appraisal Practice

DR.R.TV&TA Kumar.M (2017),on their study found that A good performance management system works towards the improvement of the overall organizational performance by managing the performances of teams and individuals for ensuring the achievement of the overall organizational ambitions and goals An effective performance management system can play a very crucial role in managing the performance in an organization by: Ensuring that the employees understand the importance of their contributions the organizational goals and objectives. Ensuring each employee understands what is expected from them and equally ascertaining whether the employees possess the required skills and support for fulfilling such expectations. Ensuring proper aligning or linking of objectives and facilitating effective communication throughout the organization. Facilitating a cordial and a harmonious relationship between an individual employee and the line manager based on trust and empowerment. The performance measures may emphasize observable behaviors (for example, answering the phone by the second ring), outcomes (number of customer complaints and compliments), or both. When the person evaluating performance is not familiar with the details of the job, outcomes tend to be easier to evaluate than specific behaviors. The evaluation may focus on the short term or long term and on individual employees or groups. Typically, the person who completes the evaluation is the employee's supervisor. Often employees also evaluate their

own performance, and in some organizations, peers and subordinates participate, too (Noe.R. A., IBD, 2011).

2.2.5. Reward Practice

As Armstrong(2010)stated These systems will include arrangements for assessing the value of jobs through job evaluation and market pricing, the design and management of grade and pay structures, performance management processes, schemes for rewarding and recognizing people according to their individual performance or contribution and/or team or organizational performance, and the provision of employee benefits. The interest in human resource management (HRM) and in 'strategic pay' has accompanied the process of economic and social change (White.G.and Druker.J 2000).Studies have accounted a considerable effect of a variety a strong impact of incentive management on risk- taking of HRM methods on goals and organization's which enhance the organizational performance. The performance impact of incentives on behavior has been well explained. Many writers have said that focus upon human in different studies. Incentives may be in monetary resource management practices as whole rather than rewards forms or other types of incentive-based individual practices. The reason at the back of this compensation which are stock option, share ownership argument is that organizational performance is improves (partnership) and additional benefit like bonuses and by human resource management practices as whole that rewards. Employees' performance can be improved support each other and that have a mutual effect on through different incentive plans which are demonstrate employee's involvement in organizational performance by innovative work in of HRM practices to increase employee proficiency. other hand, some researcher argued that incentives are Firstly, focus on either improve the quality of the associated with the accomplishment of previously set personnel's hired or increase the expertise and capabilities goals and mission. Incentives are basically used to of existing workers, or on both. Employees can be hired motivate employees to become more productive in order through refined recruitment and selection methods which to enhance the organizational performance (*Iqbal,.A,Lodhi.R.N.,Saeed.R.2013*). The pay and benefits that employees earn play an important role in motivating them. This is especially true when rewards such as bonuses are linked to the individual's or group's achievements. Decisions about pay and benefits can also support other aspects of an organization's strategy. For example, a company that wants to provide an exceptional level of service or be exceptionally

innovative might pay significantly more than competitors in order to attract and keep the best employees. At other companies, a low-cost strategy requires knowledge of industry norms, so that the company does not spend more than it must. Administering pay and benefits is another big responsibility. Organizations need systems for keeping track of each employee's earnings and benefits. Employees need information about their health plan, retirement plan, and other benefits. Keeping track of this involves extensive record keeping and reporting to management, employees, the government, and others (Noe.R.A.IBD, 2011).

2.4. Human Resource Management Practice and Organization Performance

As Armstrong (2014) describes the most successful companies had 'the big idea'. They had a clear vision and a set of integrated values. They were concerned with sustaining performance and flexibility. Clear evidence existed between positive attitudes towards HR policies and practices, levels of satisfaction, motivation and commitment, and operational performance. Policy and practice implementation (not the number of HR practices adopted) is the vital ingredient in linking people management to business performance and this is primarily the task of line managers. Human resource practices play a critical role in enhancing employees' organizational citizenship behaviors and firm performance. Organizational citizenship behaviors mediate the effects of reward and performance appraisal practices on service quality. To improve service quality, employers should improve reward and performance appraisal practices since these practices have an impact on employees' organizational citizenship behaviors which in turn would affect service quality (Raval .D., Trivedi.S.2015.). Human resource planning contribute to organization success in the sense that, it ensures that an organization always have a concept of the job market and how it related to its failure. A company that refuses to engage in human resource in order to be proactive may find itself with a number of unfilled positions. I will like to conclude that, human resource planning needs a continual process to help organizations to achieve its goals, though some jobs are still in demand during downturn, securing people with highly desirable skills will always be a challenge(Opoku .Y ,Mensah B.A, 2012) In other study of Samad, A,IBD, 2016 effect of HRM practices on service quality: job satisfaction as a mediator variable, results from data analysis revealed that there was a significant effect of HRM practices on job satisfaction and quality service. Moreover, the analysis result has confirmed the role of job satisfaction as a mediator in the

relationships between HRM practices and service quality. Different HR configurations are needed to achieve a high level of firm performance .Also different types of HR practices generate different firm outcomes. For example, some HR practices are related to financial outcomes, while some others may relate more to staff turnover .Although the literature suggests that the link between HR practices and firm performance is quite positive it is nevertheless not necessarily a direct relationship (Setia K., Trehan.S., 2014).It is well understood that an organization objectives and goals can only be achieved if your workforce is dedicated to the organization. Human resource practices must be efficient enough to make the employees work productively for the overall benefit of the organization. Employees or Human resources are the most valuable assets of an organization. They are vital for the organization; therefore effective human resource management is the key to success for an organization because it is important to indulge with a workforce who not only works for the organization but also is loyal towards it and completely dedicated towards the organization, only then the effectiveness of an organization is maintained. Previous Studies have also revealed that the effectiveness of an organization largely depends on how its human resource practices are dealing with the attitudes and behaviors of its employees (Singh E., 2016). The Impact of Strategic Human Resource Management on Organizational Performance the author concluded that "Human resources are the key for keeping the organization in the market so competitive. These human resources need to be managed effectively to achieve the required performance of the organization" (CANIA L. 2015).

2.5. Conceptual Frame Work

The following conceptual frame work shows the relationship between human resource management practice and organizational performance that can simplify the above literature.

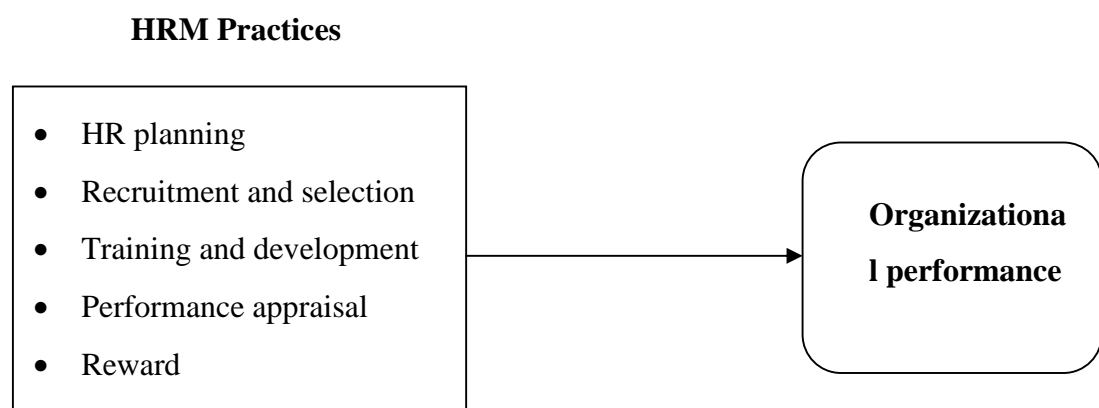


Fig.1: Conceptual frame work

Source (Author 2017)

Chapter Three

Research Methodology

Introduction

In these chapter methodologies which are used to this research i.e. research design, the target population of the study, tools and techniques of data collection and data analysis procedure have discussed.

3.1. Research Design

Descriptive research design have used for this study. The research design embodies cause effect relationship survey by applying both quantitative and qualitative research to explain the relationship between the human resource management practice and performance in Ethiopia orthodox Tewahido church.

3.2. Data Types and Sources

3.2.1 Primary Data Source

Both quantitative and qualitative types of data collection tools were used to gather data and this study were conducted based on the collection of both primary and secondary data. Primary data were collected through the use of well structured questionnaire that contain relevant questions regarding human resource management practice in the organization and organizational performance. The questionnaires were used to allow the response of the respondents in a standard and direct way, unbiased approach and objective oriented questionnaires were taken as a preferable data-gathering tool for this research because of two reasons. It allows the researcher to collect information on facts on the impact of human resource management practice on organizational performances. The interview also were conducted to gather information on the subject from the management of the organization to ascertain managements view on how; Ethiopia orthodox Tewahido church

implement the human resource management practice of and its effect on organization's performance.

3.2.2 Secondary Data Sources

All relevant available data that has been prepared, collected, and analyzed by others which include other relevant researches, from journals, textbooks, the church human resource management policy manual and other source documents related to the study.

3.3. Instrument Design/Measurement

2.3.1. Questionnaire

To construct the questionnaire firstly, main areas of indicators were developed to measure the relationship between human resource management practice and organizational performance based on the research problems and objectives. Then it was translated in to variables of the study. The questionnaire variables was be measured using Likert scale with five response categories, (strongly disagrees, disagree, neutral, agree, and strongly agree). Permission for the survey will be granted by Ethiopia orthodox Thwahido church patriarchate head office. After permission, the questionnaires were distributed to the respondents.

3.3.2. Interview

The interview also were conducted to gather information on the subject from the General manager and Human resource manager of the organization to ascertain management view on how to Ethiopia orthodox Thwahido church traditionally dealt with issues of human resource management practice with organization's performance.

3.4. Sample Design

3.4.1. Target Population

The preliminary survey undertaken by the researcher before the questionnaire distributed indicates that there are 280 employees. The target population was applied in each individual working Ethiopia orthodox Thwahido church patriarchate head office. The study was undertaken, so the researcher had drawn the sample from this total population.

3.4.2. Sample Size

Sample size to be referred to the appropriate number of respondents chosen for the study, and it is extracted from the total target population of employees working in the organization; considering the fact that studying a subset of the population would be manageable size relative to study the entire population due to time, cost and accessibility. Thus, the sample sizes were chosen so as to represent the whole population. In this study, the sample size was determined through the use of Taro Yamane's Statistical Formula and illustrated as follows:

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

Where n = sample size

N = population of the study

e= % level of significance or margin of tolerable error. The researcher will consider 5% level of significance or margin of tolerable error and the confidential level is 95%. By computing the sample size of the population using the above formula, the sample size to be included to the study will be employees.

$$n = \frac{280}{1 + 280(0.05^2)}$$

$$n= 164.7$$

$$n=165$$

3.4.3. Sampling Technique

The sample of the total population were selected randomly the questionnaire had distributed randomly to employees in EOTC patriarchate head office.

3.5. Data Collection Method

The researcher was collect primary data for the study using questionnaire and interview methods. First the researcher was asked permission from Ethiopian Orthodox Church patriarchate head offices. Following this, respondents were selected randomly. Then, the respondents were informed about the purpose of the study and how to complete the questionnaire. In addition, during the administration of the questionnaire, clarifications for

some questions were explained to the respondents so as to avoid doubts and confusions. Finally the questionnaires were collected and interviews were conducted following the consent of human resource experts, and middle level managers by using interview guides.

3.6. Data Analysis Method

The quantitative data collected by using instruments were categorized through coding, , and by drawing statistical inferences and analyze by using statistical tool. The data which are collected by the researcher were analyzed with the help of the Statistical Package for Social Sciences (SPSS) version 20.0, and then the researcher were generate descriptive statistics such as table, mean and standard deviation. The analysis of the study e also used inferential statistics like Pearson's correlation and simple linear regression. The Correlation analysis were employed to conduct analysis of the relationship between the two variables; human resource management practice and organization's performance. The regression analyses were used to establish the impact of human resource management practice related to organization's performance

3.7. Ethical Consideration

The data that collect from the respondents were interpreted confidentially. To assure the confidentiality of the data collection and t keep the respondent's privacy there were no need of clarifying the name of the respondents.

Chapter Four

Data analysis interpretation and discussion

Introduction

This chapter presents the data analysis, the research findings and the interpretation made to it. The chapter include the general characteristics of demographic profile describe by descriptive statistics. Correlation analysis is used to indicate the relationship between variables, regression analysis also used to determine the effect of independent variable on dependent variable.

4.1. Response Rate

A total of 165 questionnaires were administered to EOTC patriarchate head office of Addis Ababa out of which 141 were completely filled in and returned. The remaining 24 were not collected due to reluctance of respondents to fill the questioners. 85% of questionnaire was collected adequately.

4.2. Demographic Data

The study sought to determine the demographic profile of the study participants by using five variables that have demonstrate in table1 and they were analyzed in frequency statistics accordingly.

Table 1: Demographic Data

Variable	Category	Frequency	Percent	Valid Percent
Age of respondents	18-30	34	24.1	24.1
	31-40	60	42.6	42.6
	41-05	47	33.3	33.3
	above 50 years	0	0.0	0.0
	Total	141	100	100
Sex of respondents	Male	72	51.1	51.1
	Female	69	48.9	48.9
	Total	141	100	100
Marital status of respondents	Married	69	48.9	48.9
	Single	68	48.2	48.2
	Divorced	1	0.7	0.7
	Widowed	3	2.1	2.1
	Total	141	100	100
Educational label of respondents	1st level	2	1.4	1.4
	Secondary	16	11.3	11.3
	Diploma	57	40.4	40.4
	Degree	37	26.2	26.2
	above degree	29	20.6	20.6
	Total	141	100	100
Experience of employees	1-5 years	7	5.0	5.0
	6-10 years	34	24.1	24.1
	10-15 years	37	26.2	26.2
	16-20 years	47	33.3	33.3
	21 years and above	16	11.3	11.3
	Total	141	100	100

Source: Survey Data (2017)

As shown in the above table 1, the age of respondents 24.1% of respondents were under the age of 18-30 and 42.6% of them were under the age of 31-40 the rest 33.3% were 41-50 years majority of respondents were the age of under 31-40 years sex of respondents

51.1.% of respondents were male and 48.9%of respondents were females i.e. male employees are greater than female in E.O.T.C patriarchy head office, and the marital status of respondents 48.9%of respondents were married and48.9%of them were single, 0.7% of them are divorced and the rest 2.1%of employees were widowed. when we see the educational status of respondents 1.4%are in 1st level1.3%are secondary level and 40.4%are diploma holders and 26.2% were degree holders and the rest 20.6% were above degree holders, 5 %of respondents were working in the organization 1-5 yers'24.1%of them were working in the organization from 6 years to 10 years,26.2%of respondents had experience of 10-15 years ,the remaining 33.3%&11.3%had experience 16-20 years and above 21 years respectively. From the demographic data most of respondents have diploma, degree and above degree holder and good experience from 16 to20 years in the organization they can simply understand the aim of the research and fill the questioner very well to guarantee the validity of the data .

4.3. Analysis of Human Resource Management Practices

Respondents were asked to rate the impact of Human Resource Management practice on organizational performance in EOTC patriarchy head office on a five -point likert type scale ranging from 1 strongly disagree, 2 disagree, 3,undecided.4 agree,5 strongly agree. The analysis of mean score is based on the following assumption. If The mean statistical value is between 0to 1.5implies the respondents strongly disagreed, if the mean value is between 1.5 to 2.5 the respondents disagreed, the mean value is between 2.50 to 3.50 the respondents were un decided, the mean value is between 3,50 to 4.50 the respondents were agreed and mean value is 4.50and above shows respondents are strongly agreed (Burns &Burns, 2008). Based on the above assumption the mean scores have been computed for each component of independent and dependent variables by equally waiting the mean score of all items under each dimension. The average mean result together with their respective variables was separately presented analyzed and interpreted as follows.

Table 2: Reliability Statistics for HR Practice

Cronbach's Alpha	No. of Items
.936	30

Source: survey (2017)

Table 3: Reliability Statistics for HR OP

Cronbach's Alpha	No. of Items
.927	9

Source: survey (2017)

Table 2 and Table3 shows the reliability of HR practice questionnaire and organization performance questions ($\alpha = 0.9$) which approach to 1 so reliability is not a problem for these research.

4.3.1. Human Resource Planning Practice

Table 4: Mean Score of HR Planning Practice

Items	N	Mean	Std. Deviation
The organization regularly forecast the supply of and demand for employees in various categories.	141	2.24	1.303
HR department plan manpower need proactively.	141	2.09	1.284
Human resource planning have high administrative role in E.T.O.C.	141	3.33	1.407
The administrative role of human resource planning have played successfully	141	2.04	.992
Average mean value		2.4255	.89230

Source: Survey Data (2017)

Table 4 illustrates on the idea of the organization regularly forecast the supply of and demand for employees in various categories ($M = 2.24, SD = 1.3$). On HR department plan manpower need proactively ($M = 2.09, SD = 1.28$) Human resource planning have high administrative role in E.T.O.C ($M = 3.3, SD = 1.47$) The administrative role of human resource planning have played successfully ($M = 2.0, SD = 0.99$) Average mean of planning practice ($M = 2.4, SD = 0.89$). From the above data respondents are disagreed with all planning practice in EOTC that is the human resource planning practice of EOTC is very weak or no hr planning practice were observed in the organization .

Table 5: Mean score of recruitment and selection practice

Items	N	Mean	Std. Deviation
The organization doing timeliness recruitment and Selection process.	141	2.26	1.250
All potential source of recruitment are identified and evaluated.	141	2.60	1.298
Appointments in this organization is based on merit.	141	1.93	1.246
Applicants are fully informed about the qualifications required to perform the job before being hired .	141	2.30	1.404
Advertisements are used by the church to recruit.	141	2.95	1.327
The recruitment and selection process in ETOC is fair and transparent.	141	2.92	3.661
The HR team acts as a consultant to enhance the quality of the applicant pre-screening process.	141	2.26	1.085
Measurable selection criteria's are developed and used while filling up jobs	141	2.13	1.188
Average mean value		2.476	1.10102

Source: Survey Data (2017)

Table 5 shows that respondents are disagreed with the item. The organization doing timeliness recruitment and Selection process (M=2.2, SD=1.2). All potential source of recruitment are identified and evaluated (M=2.6, SD =1.2). Appointments in this organization is based on merit (M= 2.3, SD =1.4). Advertisements are used by the church to recruit (M= 2.9, SD=1.3). The recruitment and selection process in ETOC is fair and transparent (M=2.9, SD= 3.6). The HR team act as a consultant to enhance the quality of the applicant pre-screening process (M= 2.2, SD=1.0). Measurable selection criteria's are developed and used while filling up jobs (M= 2.2, SD =1.0).Total recruitment and selection practice (M=2.4, SD=1.1).from the above data we can conclude that respondents are disagreed with recruitment and selection practices. Therefore, the organization recruitment and selection practice is very week or scientific (moderate) recruitment and selection practice is currently not applicable in EOTC

4.3.3. Training and Development Practice

Table 6: *Mean score of training and development*

Items	N	Mean	Std. Deviation
Organization has good training and development programs.	141	2.50	1.251
Organization assesses employee training needs.	141	2.45	1.333
Setting performance goals and objectives.	141	3.05	1.541
Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization.	141	2.71	1.466
Assessing the available aids for internal and external training and development.	141	2.82	1.575
Developing strategies for training, Programs and modules.	141	2.53	1.427
The contents of the training programs organized are always relevant to the changing needs of our jobs	141	2.94	1.380
I encouraged to participate in various seminars and workshops.	141	2.61	1.497
Average mean value		2.7004	1.33253

Source: Survey Data (2017)

From table 6 we can infer that; respondents are disagreed on the item Organization has good training and development programs. (M=2.5, SD =1.4). Organization assesses employee training needs (M=2.4, SD=.1.4). Setting performance goals and objectives (M=3.05, SD =1.3). Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization (M=2.7, SD= 1.4) Assessing the available aids for internal and external training and development (M=2.8,SD =1.5). Developing strategies for training, Programs and modules(M=2.5,SD =1.4). The contents of the training programs organized are always relevant to the changing needs of our jobs (M=2.6, SD=1.4).I encouraged to participate in various seminars and workshops (M=2.7,SD=1.4) .average mean of training and development practice (M=2.7,SD =1.3). Respondents are undecided in major training and development practices. From this study it is possible to surmise there is moderate training and development practice in EOTC.

4.3.4. Performance Appraisal Practice

Table 7: Mean score of performance appraisal practice

Items	N	Mean	Std. Deviation
Our organization appraises the performance of its employees at regular intervals.	141	2.35	1.337
Performance appraisal in our organization aims at improving employee performance and strengthening our job skills.	141	2.43	1.249
I feel my performance appraisal has been fair and objective.	141	2.62	1.168
The performance goals are set at realistic levels.	141	2.65	1.469
I receive proper feedback on how I am performing	141	2.65	1.373
Average mean value		2.5404	1.10680

Source: Survey Data (2017)

Table 7 illustrates our organization appraises the performance of its employees at regular intervals (M=2.3, SD=1.3). Performance appraisal in our organization aims at improving employee performance and strengthening our job skills strengthening our job skills (M=2.4, SD=1.3). I feel my performance appraisal has been fair and objective (M=2.6, SD=1.1). The performance goals are set at realistic levels(M=2.5,SD=1.4).

I receive proper feedback on how I am performing (M=2.5, SD=1.4). In average mean performance appraisal (M=2.5, SD=1.4). Respondents are undecided performance appraisal practice it shows there is moderate performance appraisal practice in EOTC.

Table 8: Mean score of Reward Practice

Item	N	Mean	Std. Deviation
Pay increments offered by our organization are satisfactory	141	2.50	1.181
Rewards in our organization are strictly linked to employee performance.	141	2.28	1.426
We are satisfied with the benefits we receive.	141	2.81	1.276
Rewards and incentives are fairly distributed in our organization.	141	2.07	1.234
The existing reward and incentive plans do not motivate us for better performance	141	3.20	1.600
Average mean value		2.5716	.95666

Source: Survey Data (2017)

Table 8 illustrates that respondents are undecided Pay increments offered by our organization are satisfactory (M=2.5, SD=1.8). Rewards in our organization are strictly linked to employee performance (M=2.2, SD=1.1). We are satisfied with the benefits we receive. (M=2.2, SD=1.1). Rewards and incentives are fairly distributed in our organization (M=2.0, SD=1.2). The existing reward and incentive plans do not motivate us for better performance (M=3.2, SD=0.6).reward practice (M=2.5, SD=0.95) respondents are undecided in average mean of reward practice. From this study it is possible to conclude that there is moderate reward practice. Respondents are not satisfied with the current moderate reward practice (M=3.2, SD=1.6).

4.3.6. Over all HR practice

Table 9: Score of standard deviation over all hr practice

Variables	N	Mean	Std. Deviation
Planning	141	2.4255	.89230
RecruitmentandSelection2	141	2.4176	1.10102
Training Development	141	2.7004	1.33253
Performance Appraisal	141	2.5404	1.10680
Reward	141	2.5716	.95666
Average mean value		2.5311	.81668

Source: Survey Data (2017)

Table 9 shows the overall HRM practice of EOTC. Respondents are undecided in HRM practice of ETOC. The practice of HR Planning (M=2.4, S.D=0.89) and Recruitment and Selection (M=2.4, SD=1.1) moderate practice of Training Development (M=2.7, SD=1.3) performance appraisal (M=2.5, SD=0.95), Reward (M=2.5, SD=0.81). As a result HR planning practice and recruitment and selection practice in EOTC is low and training and development, performance appraisal and reward practices are moderate.

4.3.7. Organization performance

Table 10: Mean score of organizational performance

Item	N	Mean	Std. Deviation
The organization achieves its stated goals.	141	2.97	1.304
Work in this organization is easier because of laid down procedures	141	2.86	1.187
Each section understands the role it plays in achieving organizational goals.	141	2.78	1.326
The organization functions smoothly with a minimum of internal conflict	141	2.73	1.388
Resources needed for proper functioning of the organization are always available.	141	2.56	1.456
Financial supports needed are available for use.	141	2.72	1.282
Financial supports needed are available for use	141	2.78	1.178
There is no problems in dealing with state and local government.	141	2.92	1.102
Employees are motivated to stay with this organization.	141	2.84	1.217
Average mean value		2.7959	1.01232

Source: Survey Data (2017)

Table 10 illustrates respondents are undecided. The organization achieves its stated goals (M=2.9,SD=1.3) Work in this organization is easier because of laid down procedures (M=2.78,SD=1.3) . Each section understands the role it plays in achieving organizational goals (M=2.7, SD=1.3). The organization functions smoothly with a minimum of internal conflict (M=2.5, SD=0.4). Resources needed for proper functioning of the organization are always available (M=2.7, SD=1.2). Financial supports needed are available for use (M=2.78, SD=1.1). There is no problems in dealing with state and local government (M=2.9, SD=1.1). Employees are motivated to stay with this organization (M=2.8,

SD=0.2) average mean of OP (M=2.75, SD=1.0). Thus there is moderate organizational performance in EOTC

4.4. Relationship between HRM practice and OP

A set of person correlations were computed to determine if there were significant relationship between the dependant and independent variable. According to Field (2009) correlation coefficient is a very useful means to summarize the relationship between two variables with a single number that falls between -1 and +1. The general symbol for the correlation coefficient is „r“. So, a perfect positive relationship ($r=+1.00$) indicates a direct relationship and an ($r=-1.00$) indicates a perfect negative relationship. Hence, in this study Bi viriate Pearson Coefficient (r) was used to examine the relationship between the five human resource management practices by using a two-tailed test of statistical significance at the level of 99% significance, $P < 0.01$. Interpretation of correlation coefficient (r) size is as follows: if the correlation coefficient falls between 0.1 to 0.20, it is significant correlation; if it is between 0.20 to 0.40 is fair significant, if it lies between 0.40 to 0.70 highly significant; if it falls along 0.70 to 1 very high significant or strong correlation between variables

Table 11: Correlation

Variables		Planning	Recruitment & Selection	Training & Development	Performance Appraisal	Reward	Organization Performance
Planning	Pearson Correlation	1	.342**	.250**	.135	.131	.235**
	Sig. (2-tailed)		.000	.003	.110	.123	.005
Recruitment & Selection	Pearson Correlation		1	.538**	.377**	.633**	.588**
	Sig. (2-tailed)			.000	.000	.000	.000
Performance Appraisal	Pearson Correlation				1	.721**	.798**
	Sig. (2-tailed)					.000	.000
Reward	Pearson Correlation					1	.772**
	Sig. (2-tailed)						.000
Organization Performance	Pearson Correlation						1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data (2017)

Table 12 shows there is slight relationship between planning and organizational performance ($r=0.12$), significant relationship between recruitment and highly significant relationship between selection and organizational performance ($r=0.5$), very high significant or strong relationship between training and development performance appraisal and reward ($r=0.75$, $r=0.79$, $r=0.77$) respectively.

4.5. Impact of HRM Practice on Organizational Performance

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.766	.758	49828

Source: Own Survey Result, 2017

- a. Predictors: (Constant), Reward, Planning, and Training development, Recruitment Selection2, Performance Appraisal
- b. Dependent Variable: organizational performance

The model summary displays the significance and percentage of variation in organizational performance which is caused by independent variables. Multiple correlations R of +0.758 represent the combined correlation of all the independent variables. Adjusted R² tells us that 75.8% of the organization performance can be explained by variation in the five human resource management practices taken together. This leaves 24.2% unexplained.

Table 13: Coefficients

Model	Un standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.266	.158		1.683	.095
Planning	.057	.051	.050	1.116	.266
Recruitment& Selection	.124	.059	.135	2.088	.039
Training Development	.148	.055	.194	2.701	.008
Performance Appraisal	.347	.076	.380	4.562	.000
Reward	.315	.080	.298	3.925	.000

a. Dependent Variable: Organization Performance

b. Source: Survey data (2017)

In the above table 13 the standardized beta value shows the number of standard deviations that the outcome will change as a result of one standard deviation change in predictor. The standard deviation units are directly comparable; therefore, they provide a better insight into the importance of a predictor in the model. The large value of beta coefficient in an independent variable has the more important determinant in predicting the dependent variable. The standardized beta value for performance appraisal is 0.315. This implies that, if the organization increases reward practice by 1 the organization performance will increase by 31.5% this variable has relatively strong degree of importance for analyzing the effect of performance appraisal than others. The standardized beta value for training and development recruitment and selection and planning are, 0.148, 0.124, and 0.57 respectively. Planning practice has a low degree of importance relative to other practices (5%).

Table 14: ANOVA^a

Model		Sum of Squares	Df	F	Sig.
1	Regression	109.954	5	88.572	.000 ^b
	Residual	33.518	135		
	Total	143.472	140		

a. Dependent Variable: Organization Performance

b. Predictors: (Constant), Reward, Planning, Training Development, Recruitment Selection, Performance Appraisal variable

Source: Survey Data (2017)

In the ANOVA sub table 14 we have the F value of 88.572 which is significant with $p < .001$. This informs us that the four independent variables taken together as a set are significantly related to the dependent variable. The chance of obtaining these results assuming the null hypothesis to be correct is less than 1 in 1,000. The multiple correlations are therefore highly significant.

The data collected from interview question by asking the general manager and hr manager implies that for what does the HRM practice look like in EOTC patriarchate head office in regards with human resource planning like predicting human needs for each work,

preparing human resource plan annually? The general manager respond as follows: "since the church is ancient and large organization it have its own administration system and plan its strategic plan and annual plan in these annual plan the departments plan their human need if it is necessary" in contrast with this the hr manager responds that have excess employee out of our demand because of past activities that employment practice was based on the interest of the leaders which makes us to discontinue to plan and recruit the rite people to vacant position currently we are not planning the hr to each administrative plan. For the question regarding recruitment and selection: Does it exist clear recruitment and selection criteria while you open vacant positions in ETOC patriarchate head office? Gm responds yes we have clear criteria we have followed modern recruitment selection system when we have vacant position and if there is no competitive from internal employees we announce vacancy announcement and select the applicants depending on their experience and education level then there is written exam for the selected applicants after passing the exam there is interview after they passed all exams we assign the applicant in the vacant position and hr manager also respond the same answer when we have vacant position we had follow employee administration policies.

The question for training and development Is there any training and development practices in your organization? If so how did you run with it? The Gm responds yes we have continuous training program to our employees in the organization and out of the organization by sending selected employees to different seminars and meetings. In contrast with this the HR manager responded we had not that much organized training trend but currently there are some works start and we are training to have continuous training and development practice to improve our employees skill and knowledge. Is there a performance appraisal practice in your organization? Have you give comment for employees after you appraise their performance? GM responds yes we apprise the employees performance in each quarter of the year we have general meeting for performance appraisal depending on the performance of the division we have give the comment and show ways how they can improve their performance. In contrast with this the HR manager responded we didn't apprise individual performance but there is general organizational performance in each division were applied but not each individual performance. Regarding reward does the reward system depends on employee performance in ETOC patriarchate head office? GM responds that the reward system of the organization is depend on the work rather than employee s performance and we have

give bonuses for holidays for all employees we didn't identify each employee to give bonuses from higher level to low level employees we give equal and HR manager also responds the same e didn't determine the employee to give bonus by their performance we give bonus for all equally for holidays.. Regarding the What is the contribution of human resource management practice to organization's performance in Ethiopia Orthodox Thwahido church the GM responds that since all activities are done by people (employee) managing employees very well have great role it used to rearrange different customer request smoothly and to increase organization performance and HR manager also responded managing people in correct way have great role to organization performance because the work can be done by employees with the help of GOD to perform the activities in a proper manner we have to treat our employees correctly so hr practice have very important role to organization performance.

4.6. Discussion

Abbasi, B., And Khodabakhshi, F., (2015) on their study The Relationship between HRM Practices and Social capital via the Moderating Role of Organizational Performance in Islamic Azad universities of Golan province, Iran The purpose of this study was to investigate the relationship between HRM practices and social capital via the moderating role of organizational performance in Islamic Azad universities of Gilan province The results of confirmatory factor Analysis showed high validity coefficients for each indicator (structural social capital, human resource management and practices, and organizational performance). Also reliability was confirmed by Cronbach's alpha. The same finding was gained in the current study. In other study of Busienei, J. R. and Mutahi, N (2015) Effect of human resource management practices on performance of public universities in Kenya This study sought to establish the relationship between strategic human resources management practices and performance of public universities in Kenya. Research findings suggested that strategic human resource management practices have a significant effect on the performance of public universities in Kenya. Similarly the current finding also shows that human resource management practice have significant relationship with organizational performance. Further, findings revealed that reward management, training and development and resourcing practices respectively influenced the performance of public universities (Opoku-Mensah, Y, 2012) on his study an analysis of human resource planning and its effect on organizational effectiveness a case study of information services

department, Accra office The study was to examine the effectiveness of Human Resource Planning (HRP) and its effect at Information Services Department (ISD). The results of the study reveal that most of the ISD staff do not have in-depth knowledge on Human Resource Planning, thus it is not well practiced by the senior officers. The study concludes with the organization being proactive in recruiting and retaining employees. corresponding to that in current study HR planning is not well practiced in EOTC. DR.Raval .D., Trivedi.S. June 2015, on their study Review of Literature on the Study of Linkage between Human Resource Management Practices and Organizational Performance The aim of the article was to review the research previously carried out by various researchers in the field of Human Resource Management Practices and Organizational Performance From the detailed literature review, we can conclude that various HR practices have positive influence or impact on operational and financial performance of the organization. In other study of CANIA, L, (.2015) The Impact of Strategic Human Resource Management on Organizational Performance the author concluded that "Human resources are the key for keeping the organization in the market so competitive. These human resources need to be managed effectively to achieve the required performance of the organization".

The current study also found that if organization can improve HRM practices it can improve its performance. Huselid,.M.A, AND DELANEY,.J,.T (1996)on their study The impact of human resource management practice on perspectives of organizational performance the result of the study assert that there is simulation of human resource management practice and firm performance more profitable firms have adopt human resource management activities. Setia.K. Trehan.S (2014) on their study of Human Resource Management Practices and Organizational Performance: An Indian Perspective the finding of the study was the selected set of HR practices positively influences the desired Organizational performance outcome through the mediating role of the firm's strategic objectives. Singh.E.(2016) on his study of Human resource practices and its role in organizational effectiveness: a Review It all depends on the best Human resource practices wherein they not only identifies the intellectual employees but also capable of retaining them and influencing them to work for the vision and mission of the organization. This is ominous for the organization if it fails to retain its employees, as then the employee feels isolated and disconnected with the organization. The absenteeism rate and the turnover of the employees will be increased or commitment will be decreased,

gradually the organization success or its mere existence is at stake. similarly in other study of (Luo,.Y.2010) The Strategic Role of HRM in Organizational Performance: The Large Hotel Sector in New Zealand, This thesis was devoted to exploring whether and how HR contributes to improved organizational performance when it is integrated with the organization's strategic planning and decision making at different levels The findings of the thesis contribute to the theory development of strategic human resource management in that it supports the proposition that close HR-strategy integration has positive impacts on an organization's performance. The existing study also found that human resource management practices have strong impact on organizational performance in EOTC if the organization improve its human resource management practice it can improve organizational performance and if the organization fail to manage their human resource it also fail to perform well.

Chapter Five

Summary of Finding Conclusion and Recommendation

Introduction

In this chapter the finding that were analyzed and discussed in the above chapter will summarized and concluded based on the finding the researcher will give possible recommendation to be improved.

5.1. Summary of Major Findings

The research finding shows that:

- ❖ HR planning is not well practiced in EOTC (M=0.24,SD=0.89)
- ❖ About recruitment and selection practice the organization the organization recruitment and selection practice is very week or scientific(moderate) recruitment and selection practice is currently not applicable in EOTC(M=2.4,SD=1.1).
- ❖ Training and development practice there is moderate practice (M=2.7,SD=1.3)
- ❖ On the subject of Performance appraisal practice there is moderate practice of performance appraisal (M=2.5, SD=0.95).
- ❖ There is moderate reward practice in EOTC (M=2.5, SD=0.81).
- ❖ Concerning organization performance EOTC, The organization have moderate performance (M=2.75, SD=1.0).
- ❖ Human resource management has high effect on organization performance Multiple correlations R of +0.758 represent the combined correlation of all the independent variables. Adjusted R² tells us that 75.8% of the organization performance can be explained by variation in the five human resource management practices taken together
- ❖ HRM practices have positive relationship with organizational performance i.e. when organization improve HRM practices it can improve organizational performance and if it fails to improve HRM practice it fail to perform well.
- ❖ Regarding the variable that have high effect on organizational performance reward, performance appraisal and training and development practice have great impact following by recruitment and selection which have moderate impact and HR planning have low impact on organizational performance.

5.2 .Conclusion

Under this study, the major determining factors of organizational performance identified were integrating variables of human resource management practice based on the response of employees which composed of five dimensions; HR planning, recruitment and selection, training and development, performance appraisal and reward. Four research questions were developed and addressed in this research and all the dimensions were rated in between 2.5 and 3.5. In other words, it shows the moderate existence of human resource management practice and organizational performance in the organization. HRM practices have positive relationship with organizational performance. Regarding the impact of HRM practice on organizational performance appraisal, reward, training and development practices have highly affect organizational performance in EOTC.

5.3. Recommendation

Depending on summary of the result that shows that EOTC human resource management have moderately practiced and have moderate organizational performance, which have to improve to satisfy its employees and customers and to be more efficient since EOTC have different responsibilities (religious, social, economical and political) in order to be proceed in response these responsibilities it is better to improve its human resource handling which can come up with organization performance to have high or good human resource handling the researchers recommend the following point of view:

- ❖ EOTC have to proactively plan its human resource need in each administrative work plan.
- ❖ There should be clear recruitment and selection criteria when there is vacant position.
- ❖ There should be continuous training and development program in the organization for new hired and existing employees; when the organization hire new employee there should be introduction training about the organization, the work they are going to assign there.
- ❖ The performance of employees should be appraised in a fixed time interval (quarterly, semi -annually and yearly) and give feedback to improved or continue actions.
- ❖ To motivate employees rewarding based on their performance is better rather than giving equal reward to all employees which may discourage employees' who perform well in the organization.

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Appendix 1

Questionnaire

Introduction

The Researcher is a Masters Student of the Institute of Addis Ababa university College of Business Economics School of commerce In partial fulfillment of her Commonwealth Executive Master of HUMAN RESOURCE MANAGEMENT, the Researcher is conducting a Study entitled, **“The impact of Human Resource Management Practice on organization performance in Ethiopia Orthodox Tewahido Church patriarchate head office”**.

This questionnaire is solely for academic purposes and so any information provided would be completely treated with strict confidentiality ambiguity. You are respectfully requested to assist the Researcher by completing the questionnaire. Thank you very much. General guideline

- ❖ No need of explaining your name
- ❖ Define your level of agreement by putting (√) sign

Personal Details

Age Group:

18 – 30 Years 31 – 40 Years 41-50 Years
51-60Years

Gender:

Male Female

Marital status:

Married Single

Educational Level: Primary Secondary Diploma Degree

Above degree

Work Experience in EOTC:

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

2. Questionnaire

Human Resource Management Practices:

Dear respondent:

The present study is an endeavor to identify the various HRM practices in Ethiopia orthodox Tewahido church. Below various statements related to HRM practices are listed. Please express how far these practices prevailing in your organization by indicating your level of agreement/disagreement on a five point scale.

(Where SA=Strongly Agree, A=Agree, UD=Undecided, D=Disagree, SD=Strongly Disagree)

S.N	Human Resource Planning practice	1=SD	2=D	3=U	4=A	5=SA
1.	The organization regularly forecast the supply of and demand for employees in various categories.	1	2	3	4	5
2.	HR department plan manpower need proactively.	1	2	3	4	5
3.	Human resource planning have high administrative role in E.T.O.C.	1	2	3	4	5
4.	The administrative role of human resource planning have played successfully	1	2	3	4	5
S.N	Recruitment and selection practice	1=SD	2=D	3=U	4=A	5=SA
1.	The organization doing timeliness recruitment and Selection process.	1	2	3	4	5
2.	All potential source of recruitment are identified and evaluated.	1	2	3	4	5
3.	Appointments in this organization is based on merit.	1	2	3	4	5
4.	Applicants are fully informed about the qualifications required to perform the job before being hired .	1	2	3	4	5
5.	Advertisements are used by the church to recruit.	1	2	3	4	5
6.	The recruitment and selection process in	1	2	3	4	5

	ETOC is fair and transparent.					
7.	The HR team act as a consultant to enhance the quality of the applicant pre-screening process.	1	2	3	4	5
8.	Measurable selection criteria's are developed and used while filling up jobs	1	2	3	4	5
S.N	Training and development practice	1=SD	2=D	3=U	4=A	5=SA
1.	Organization has good training and development programs .	1	2	3	4	5
2.	Organization assesses employee training needs .	1	2	3	4	5
3.	Setting performance goals and objectives .	1	2	3	4	5
4.	Training in our organization includes social skills, general problem solving skills and broader knowledge of the organization .	1	2	3	4	5
5.	Assessing the available aids for internal and external training and development .	1	2	3	4	5
6.	Developing strategies for training, Programs and modules .	1	2	3	4	5
7.	The contents of the training programs organized are always relevant to the changing needs of our jobs	1	2	3	4	5
8.	I encouraged to participate in various seminars and workshops .	1	2	3	4	5
S.N	Performance appraisal practice	1=SD	2=D	3=U	4=A	5=SA
1.	Our organization appraises the performance of its employees at regular intervals.	1	2	3	4	5
2.	Performance appraisal in our organization aims at improving employee performance and strengthening our job skills.	1	2	3	4	5
3.	I feel my performance appraisal has been fair and objective.	1	2	3	4	5
4.	The performance goals are set at realistic levels.	1	2	3	4	5
5.	I receive proper feedback on how I am performing	1	2	3	4	5
S.N	Reward practice	1=SD	2=D	3=U	4=A	5=SA
1.	Pay increments offered by our organization are satisfactory	1	2	3	4	5
2.	Rewards in our organization are strictly	1	2	3	4	5

	linked to employee performance.					
3.	We are satisfied with the benefits we receive.	1	2	3	4	5
4.	Rewards and incentives are fairly distributed in our organization.	1	2	3	4	5
5.	The existing reward and incentive plans do not motivate us for better performance	1	2	3	4	5
S.N	Organization performance	1=SD	2=D	3=U	4=A	5=SA
1.	The organization achieves its stated goals.	1	2	3	4	5
2.	Work in this organization is easier because of laid down procedures	1	2	3	4	5
3.	Each section understands the role it plays in achieving organizational goals.	1	2	3	4	5
4.	The organization functions smoothly with a minimum of internal conflict	1	2	3	4	5
5.	Resources needed for proper functioning of the organization are always available.	1	2	3	4	5
6.	Financial supports needed are available for use.	1	2	3	4	5
7.	The organization has enough human capital to accomplish its goals	1	2	3	4	5
8.	There is no problem in dealing with state and local government.	1	2	3	4	5
9.	Employees are motivated to stay with this organization.	1	2	3	4	5

መግቢያ

የዚህ ጥናት አጥኚ በአዲስ አበባ ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክስ የትምህርት ዘርፍ በሰው ሀብት አስተዳደር ለ2ኛ ዲግሪ ማሟያ የሚጠቀምበት ነው። የጥናቱ ርዕስ በኢትዮጵያ ኦርቶዶክስ ተዋህዶ ቤተክርስቲያን ጠቅላይ ቤተ ክህነት የሰው ሀብት አስተዳደርን መተግበር በተቋሙ አፈጻጸም ላይ ያለው ሚና የሚል ነው። ይህ መጠይቅ ለጥናቱ ግብአት ብቻ የሚውል ሲሆን የተሳታፊዎች የግል ማንነት እና የሚሰጡት መረጃ በእጅጉ የተጠበቀ ነው። ጥናቱ ከዳር እንዲደርስ እርስዎ መጠየቁን በመሙላት የሚያደርጉት አስተዋጽኦ ከፍተኛ ስለሆነ በጎ ትብብርዎትን እየጠየቅን ለሚያደርጉልን ትብብር ሁሉ በቅድሚያ እናመሰግናለን።

አጠቃላይ መመሪያ

- ❖ ስመዎዎትን መጻፍ አይጠየቅብዎትም
- ❖ የ (✓) ምልክት በማድረግ ምርጫዎትን ይግለጡ

ክፍል አንድ: የግል መረጃዎች:-

I. የዕድሜ ክልል:

- 18-30 ዓመት
- 31-40 ዓመት
- 41-50 ዓመት
- 50 ዓመት በላይ

- II. ጾታ: ወንድ ሴት
- III. የጋብቻ ሁኔታ: ያገባ ያላገባ ታ ተበት
- IV. የትምህርት ደረጃ: 1ኛ ደረጃ 2ኛ ደረጃ ዲፕሎማ ስራ በላይ
- V. በተቋሙ ውስጥ ያሉት የስራ ልምድ:
 - ከ 1- 5 ዓመት
 - ከ 6-10 ዓመት
 - ከ 11-15 ዓመት
 - ከ 16-20 ዓመት ከ 21 ዓመት እና ከዚያ በላይ

ክፍል ሁለት: መጠይቅ

የተከበሩ መላሻችን:

የተቋሙ የሰው ሀብት አመራር ተግባራትን በተመለከተ ያለውን አሰራር ከሚከተሉት ነጥቦች አንጻር የእርስዎን የስምምነት ደረጃ ይግለጹ። እነዚህም ፦ በጣም አልስማማም ፣ አልስማማም ፣ እርግጠኛ አይደለሁም ፣ እስማማለሁ ፣ በጣም እስማማለሁ የሚሉ ናቸው።

ተ.ቁ	የሰው ሀብት አቅድ አተገባበር	በጣም አልስማማም	አልስማማም	እርግጠኛ አይደለም	እስማማለሁ	በጣም እስማማለሁ
1	ተቋሙ በመደበኛነት በተለያዩ የስራ መደቦች ላይ የሰራተኛ አቅርቦተና ፍላጎት የመተንበይ ስራ ይከናወናል።					
2	የሰው ሀብት መደብ የሚያስፈልገውን የሰው					

	አስቀድሞ ያቅዳል					
3	የሰው ሀይልን ማቀድ በአ/አ/ተ/ቤ/ያን አስተዳደራዊ ሚና አለው።					
4	በተቋሙ ውስጥ የሰው ሀብት ዕቅድ አስተዳደራዊ ሚና በሚገባ እየተከናወነ ይገኛል					
ተ.ቁ	የሰራተኛ ቅጥርና የአመራረጥ አተገባበር					
1	ተቋሙ ወጥ የሆነ የቀጥር ስርዓት(ሂደት) አለው					
2	የተቋሙ የሰው ሀብት መገኛ ምንጮች ተለይተው የታወቁና የተገመገሙ ናቸው					
3	በተቋሙ ውስጥ የሚደረጉ ሹመቶችና ቅጥሮች የስራ መደቡ የሚጠይቀውን ዕውቀትና ልምድ ባሟላ መልኩ ነው።					
4	ተቋሙ ለሚቀጥራቸው ሰራተኞች ስለሚቀጠሩበት የስራ መደብ የሚጠይቀው ዕውቀትና ልምድ በቂ ግንዛቤ ይሰጣል					
5	ተቋሙ የቅጥር ማስታወቂያ ይጠቀማል					
6	የቅጥር መስፈርቱ ግልጽና ፍትሐዊ ነው					
7	በተቋሙ የሰው ሀብት አመራር የተቋቋመ ቡድን የአመልካቾች የምልመላ ሂደት የተሳካ እንዲሆን ድጋፍ ያደርጋል					
8	በተቋሙ ተወዳዳሪዎች ሲመረጡ ሊለካ የሚችል የመምረጫ መስፈርቶች በመጠቀም ነው					
ተ.ቁ	የተቋሙ የስልጠናና የት/ት አሰጣጥ አተገባበር					
1	ተቋሙ ጥሩ የሆነ ስልጠናና የድጋፍ መርሀ ግብር አለው					
2	ስልጠናና የድጋፍ የሚሰጠው በተቋሙ በሚያደርገው የፍላጎት ዳሰሳ ጥናት መሰረት ነው።					
3	በስልጠና ጊዜ ከስልጠናው የሚጠበቁ አላማዎችና ግቦች ይቀመጣሉ					
4	የሚሰጡ ስልጠናዎች የተቋሙን ማህበራዊና አጠቃላይ ችግር የመፍታት ልምድና ተቋማዊ ዕውቀትን የማስፍት አቅም አላቸው።					
5	በስልጠና አሰጣጡ ዙሪያ ትብብር ሊያደርጉ ከሚችሉ አካላት ጋር ተባብሮ ይሰራል					
6	ለስልጠና የሚረዱ ስልቶች መርሀ ግብሮችና ማንወሎች ይዘጋጃሉ					
7	ስልጠና በሚሰጥበት ጊዜ የስልጠና መርሀግብር ላይ የሚነሱ ነጠቦች በሚሰሩ ስራዎች ዙሪያ እንዲመጡ የታሰቡ ለውጦችን ለማምጣት የሚያስችሉ ናቸው					
8	በተቋሙ ውስጥ ሰራተኞች በተለያዩ ትምህርታዊ ጉባያትና ተግባራዊ ስልጠናዎች ላይ እንዲሳተፉ ይበረታታሉ					
ተ.ቁ	የሰራተኞች ስራ አፈጻጸም ግምገማ አተገባበር					

1	በተቋሙ ውስጥ የስራ አፈጻጸም ግምገማ በመደበኛነት ይከናወናል				
2	በተቋሙ ውስጥ የሚደረገው የስራ አፈጻጸም ምዘና የሰራተኞችን ብቃት እንዲሁም ልምድ ለማሻሻል ታቅዶ የሚረግ ነው				
3	የስራ አፈጻጸም ምዘና ሂደቱ ግልጽ እና ተአማኒ አላማም ያለው ነው				
4	ከግምገማው በኋላ ተገቢ የሆነ ግብረ መልስ ለ ሰራተኞች ይሰጣል				
ተ.ቁ	የጥቅማጥቅም አሰጣጥ አተገባበር				
1	በተ ቋሙ ውስጥ ለሰራተኛው የሚደረጉ የደሞዝ ጭማሪዎች ሰራተኛውን የሚያረኩ ናቸው				
2	ለሰራተኛው የሚሰጡ ማበረታቻ ሽልማቶች ከሰራተኛው አፈጻጸም ጋር የተያያዙ (የሰራተኛውን አፈጻጸም መሰረት ያደረጉ) ናቸው				
3	የሚሰጠው ጥቅማጥቅም ሰራተኛውን የሚያረክ ነው				
4	ሽልማቶች እና ማበረታቻ ጥቅማጥቅሞች ለሁሉም ሰራተኛ እኩል ይሰጣሉ				
5	እየተተገበረ ያለው የሽልማት እና ጥቅማጥቅም ሁኔታ ሰራተኛውን ለበለጠ ውጤታማነት አያበረታታም				
ተ.ቁ	የተቋሙ አፈጻጸም				
1	ተቋሙ ብዙ ጊዛ ያስቀመጣቸውን ግቦች ያሳካል				
2	ያለው የተረጋጋ አሰራር በዚህ ተቋም ውስጥ መስራት ቀላል እንዲሆን አድርጎታል				
3	እያንዳንዱ የስራ ክፍል ለተቋሙ ግብ መሳካት ያለውን ሚና አውቆ በሚገባ ይሰራል				
4	በተቋሙ ውስጥ ስራዎች ሲሰሩ የውስጥ አለመግባባቶች ብዙም አይስተዋሉም				
5	ስራን ለማከናወን የሚያስፈልጉ ጥሬ እቃዎች ሁለጊዜም ይገኛሉ				
6	የገንዘብ ድጋፍ በሚያስፈልግበት ጊዜ በቀላሉ ማግኘት ይቻላል				
7	ተቋሙ ያስቀመጠውን ግብ ለማሳካት በቂ የሆነ የሰው ሀይል አለው				
8	ከሁኔታዎችና ከመንግስት ጋር አብሮ የመስራት ችግረ የለብንም				
9	ሰራተኞች በዚህ ተቋም ውስጥ የመቆየት የተነሳሱ ናቸው				

አመሰግናለሁ

Appendix 2

Interview Question

1. What does the HRM practice looks like in EOTC patriarchate head office in regards with human resource planning like predicting human needs for each work, preparing human resource plan annually ?

የሰው ሀብት ፍላጎትን አስቀድሞ ከመተንበይና ከማቀድ አንጻር በኢ.ኦ.ተ.ቤ ጠቅላይ ቤተ ክህነት ያለው አሰራር ምን ይመስላል?

2. Does it exist clear recruitment and selection criteria while you open vacant positions in ETOC patriarchate head office? ክፍት የሥራ ቦታ በሚኖርበት ጊዜ ሰራተኞችን ለመቅጠር የምትጠቀሙት ግልፅ የሆነ መመዘኛ መስፈርት አላችሁ?

3. Is there any training and development practices in your organization? if so how did you run with it? የተለያዩ የስልጠናና የማሳልባት ስራዎች በመ/ቤታችሁ ይከናወናሉ ወይ.እንዴት?

4. Is there performance appraisal practices in your organization? have you give comment for employees after you apprise their performance? የሰራተኞችን ስራ አፈጻጸም የመገምገም ስራ ይከናወናል ወይ?; ከሚገኘው ውጤት በመነሳት ለሰራተኞች ተገቢ የሆነ ግብረ መልስ ይሰጣቸዋል?

5. Does the reward system depends on employee performance in ETOC patriarchate head office? በኢ.ኦ.ተ.ቤ ጠቅላይ ቤተ ክህነት ጥቅማጥቅም የሚሰጠው የሰራተኛን አፈጻጸም መሰረት አድርጎ ነው ?

6. What is the contribution of human resource management practice to organization's performance in Ethiopia Orthodox Tewahido church ተቋሙ የሰው ሀብት አስተዳደር ተግባራትን በመተግበሩ የተገኙ በጎ ውጤቶች ካሉ ይጥቀሱ?