



**A STUDY ON EFFECTIVENESS OF SELECTED HUMAN RESOURCE  
MANAGEMENT PRACTICES IN PAVE LOGISTICS AND TRADING PLC**

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**A THESIS PROPOSAL SUBMITTED TO ADDIS ABABA UNIVERSITY,  
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RESOURCE MANAGEMENT**

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**A Study on Effectiveness of Selected Human Resource  
Management Practices in Pave Logistics and Trading PLC**

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### **Statement of Certification**

I certify that Abel Shibru has carried out his own research work under my guidance on the topic of **“the study on effectiveness of selected human resource management practices in pave Logistics and Trading PLC (PLT)”**. This work is done for submission as a partial fulfillment requirement for the award of master’s degree in human resource management.

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**Advisor: Dr. Adane Atara**

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## Declaration

I, the undersigned, declare that, this study “**the study on effectiveness of selected human resource management practices in pave Logistics and Trading PLC (PLT)**”, is my own original work and has not been presented for any other program or university. Sources of materials used for the study have been duly acknowledged.

**Declared by:**

**Name:** Abel Shibu

**Sign:** \_\_\_\_\_

**Date:** \_\_\_\_\_

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## Abstract

*HRM practices are the most essential and critical approach for accomplishing organizational goal. Now a days company can get a strong competitive advantage through their human resources via applying effective HRM practices. The main objective of this research was, to study the effectiveness of selected human resource management practices. Those are recruitment and selection, training and development, and reward and compensation practices. To collect the essential data for the study, questionnaires were distributed, collected and analyzed from 66 respondents using simple random sampling technique. The analysis was done using SPSS statistical software version 25 and the finding shows that high level of effectiveness on recruitment and selection practices, hence Training and development, and reward and compensation practice achieved medium level of effectiveness. The study recommended that the PLT management and human capital practitioners need to improve recruitment and selection practice by forming a scouting team to design strategy of checking on high potential that develops the company, training PLT essentially implement post training evaluation to observe reaction, learning behavior and result of the trainee. The least graded practice in PLT is reward and compensation practice the researcher recommends PLT to revise its reward and compensation policy in regard of pay scale and benefit schemes.*

**Keywords:** *Effectiveness of HRM practice, recruitment and selection, training and development, reward and compensation, PTL*

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## **List of abbreviations and acronyms**

BLIP	Bole Lemi Industry Park
ESLSE	Ethiopian shipping and logistics services enterprise
HC	Human Capital
HIP	Hawassa Industry Park
HRM	Human Resource Management
HR	Human Resource
KII	Key Informant Interview
KPI	Key Performance Indicator
PLT	Pave Logistics and Trading
PLC	Private Limited Company
SCM	Supply Chain Management
SHRD	Strategic Human Resource Development
SHRM	Strategic Human Resource Management
SPSS	Statistical Package for the Social Sciences
UNDP	United Nations Development Program

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

Through time, the function of human resource (HR) department evolving to Human resource management (HRM) and shifted from managing people in the organization to strategic contribution that is strategic human resource management (SHRM) also now a days it becomes international strategic human resource management (ISHRM). The reasons for the HR function's transformation are due to the continuous changes in external environment. (G. Hui chyn, M.Kaliannan, 2011).

Global competition and instability companies are looking for distinctive competitive advantages and innovation through human resource management practices. Schuler and Jackson (1987) defined HRM practices as attracting and retaining skilled employees to ensure the effective implementation and the organization and staff survival. Moreover, HRM practices set hypothesized as set of internally reliable, well-designed implementation of policy and practices, to ensure employees contribution on achievement of business objectives (Delery & Doty, 1996).

According to Karami, E.H.E.A., (2004), HRM distresses in management of employees for the purpose of organizational performance. Human resource management practices partially incorporate training and development, recruitment, selection, job evaluation, health and safety, performance appraisal, reward management and human resource planning.

According to Pearson (2009) HRM defined as a process of analyzing and managing an organizations HR needs to ensure satisfaction of its strategic objectives. Moreover Dessler (2007), stated that HRM is all about policies and practices of one organization concerned with the human resource. However he mentioned that now a day's companies are become mindful of that employees can be the utmost asset of all and supporting different human resource practices with knowledgeable human resource practitioners could bring competitive advantage.

Armstrong (2014), Human resource management is a comprehensive and coherent approach to the employment and development of people. HRM involves the application of policies and practices in the fields of organization design and development, employee resourcing, learning

and development, performance and reward and the provision of services that enhance the well-being of employees (Armstrong, 2014).

Freight Forwarding companies are a service provider firms act as a third party that facilitates import and export goods, and productions to execute shipment process. Thus, as engaged in facilitating its customer goods the service should satisfy its client for longer business sustainability and business growth.

According to world global economy (2017), logistics competence maturity matrix, logistics competence has varied among developing and developed country, due to shortage of skilled labor in all level, lack of enough education providers on the field, and company involvement in training and development program as well as the ability to retain existing skilled employees. In this respect, human resource management have a big role in performing human resource practices to overcome such gaps occurs in logistics providing companies.

Employee performances such as knowledge, capability, skill and other abilities play important role in the success of logistics organizations. Therefore, maintaining suitable logistics personnel puts as one of the major based practices in HRM. Gradually logistics personnel selection become affecting the quality of service and product (Chien & Chen, 2008).

Thus, the study was examining the effectiveness of human resource management practices (recruitment and selection, training and development, and reward management) in pave logistics PLC.

### **1.1.1. Background of the Company**

According to UNDP Ethiopia national logistics strategy summary of commissioned study (2017), Ethiopia has three types of freight-forwarding service provides namely a) Forwarding and shipping agency service providers, b) Forwarding service providers and c) Customs clearing agents. The state-owned Ethiopian shipping and logistics services enterprise (ESLSE) provides freight forwarding and clearing, shipping, as well as trucking and stevedoring services. ESLSE provides Multi-modal and Uni-modal transport operations. About 8% of these services are provided by the private sectors.

Pave Logistics and trading plc (PLT) is a Logistics Service Company engaged in Freight Forwarding, shipping agent and custom clearing agent based in Ethiopia, envisioning covering

the service gaps in the industry and trying to bring Africa together. Since the company establishment in 2015 highly sophisticated system and customized service solutions were designed in order to play key role in the clearing and forwarding industry and fill the existing industry gaps. Categorically, the company is rendering high quality transport, customs clearing, freight forwarding, break-bulk warehousing, door-to-door delivery and professional consultancy services.

As per the HR department report of May 2022 report, the company acquired about 179 staffs, who are full-fledged human resource to handle shipments of both import and export on end-to-end basis. 12 branches and sub branches located in different place of Ethiopia and one international branch place in China, Tianjin.

Regarding human resource management practices; in PLT the HR department performs various practices of human resource management (HRM). For the purpose of the study recruitment and selection, training and development, reward management is discussed below.

*Recruitment;* in PLT Plc., are practiced through different processes by considering the nature of the vacant position. Whenever, there is a need of a vacant position the functional managers send their employment queries to the human capital department accordingly the HC department will check the company structure to prove that the requisition is grounding as per the HR planning and structure. Once the HC manager approve the employment requisition, the HC team will decide the source of recruitment whether from inside the organization or from outside the organization.

*Selection;* Subsequent to recruitment, the selection process will follow. In PLT Plc., the selection process is performed by a committee which is selected by the HC department. Those committees would participate in screening the curriculum vitae (resume) of the applicants by considering the job requirement and qualification demanded. As soon as screening completed the human capital determines the interview and written exam schedule and contact applicants. The selection procedure is started from screening and shortlisting, conducting written exam, conducting interview, selection, and job offer.

*Training and development;* in PLT Plc training and development practice is being carried out in to two techniques following training needs assessment and annual training schedules of

training providing institutes. The first one is in house training which is given by supervisors and functional managers for their subordinates that related to the area where they are performing their tasks. The second is out sourced by the human capital department, held by different training and consult service providing institutes on a regular basis. Training and development carry out by assessing the needs improvement area, determination of training source and title, contacting training providers, training evaluation feedback, trainees training report and post training performance evaluation.

*Reward Management;* In PLT plc the management tries to reward employees fairly and equitably by studying the salary and benefit scale for its employees. The scale was studied and designed by the human capital department using point rating method /analytical method/ thus the company believes that the employees are being rewarded equivalently. Furthermore, the company is rewarding employees by annual bonus, medical expense coverage, holiday bonus three times a year, transportation services for non-management staffs, arrange for a car and fuel for management team, limited loan, 50% second degree students school fee coverage.

## **1.2. Statement of the problem**

The lack of strategic human resource could affect business performance. A logistics service provider mostly faces problems that are collaboration, communication and high employee turnover rate, especially among the drivers (G.Hui Chyn, Dr. M.Kaliannan 2011). The shortage of Logistics and SCM managers with an intensive set of skills to satisfy market demand will be largely attributed to several firms placing more emphasis on the cost reduction and customization process than on developing people's skills to attain SCM objectives (Prajogo and Sohal, 2013; Ellinger and Ellinger, 2014).

A World Bank study a global overview (2017), states that quality of recruitment and retention is a question of image, which in the case of logistics is often poor. Logistics companies aren't only competing with one other but also with other sectors to charm young professionals into the industry. Therefore, companies need effective recruitment strategies for logistics supply chain management.

On the other hand, Retention challenges are closely associated with recruitment challenges: retaining employees in the company can be as important and as difficult as finding them within the open market (Kundu et.al, 2007).

Ding, M.J. et.al (2015), confirmed that various studies claimed that the shortage of logistics human resources and lack of logistics expertise as critical issues delaying logistics operations in China.

Accurately, in Pave Logistics and Trading Plc (PLT), recruitment and selection implement through different methods, for examples recruitment for junior level positions, and unlike logistics related positions, the HR department used to post a vacancy on newspapers, human resource agencies and job posting boards placed in different location of Addis Ababa city. Nonetheless, logistics related expertise is not easy to get from the market.

To fill the talent gap, logistics experts suggest that SCM managers must bear training and development processes for acquiring the specified skills and gain competitive competencies to manage increasingly complex and dynamic SCM processes (Barnes and Liao, 2012; Prajogo and Sohal, 2013). Incidentally, PLT have provided training and development through in-house and outsourced training providers despite the actual fact there's its effectiveness is in question.

Moreover, Hume (2000) mentioned a poorly designed reward system is likely to manifest itself in the recruitment of poor-quality staff, unwanted level of employee performance and motivation, and high level of workers turnover. Nonetheless, As PLT attempts to design its own reward system, reports shows that dissatisfaction on company pay scale. Moreover, the researcher observes that other sectors pay scales and incentives are leading them to resignation as well as become a challenge on employee retention for PLT plc.

Thus, as a result PLT experienced a shortage of supply, effective training and development, effective reward management and further human resource management practices are essential to retain its employee for business sustainability.

### **1.3.General Objectives of the Study**

The general objective of the study is to explore the effectiveness of selected human resource management practices at Pave logistics and trading PLC.

#### **1.3.1. Specific Objective of the Study**

The specific objective of the study is focused on the following selected HRM practices.

- To identify the effectiveness of recruitment and selection practices in Pave

logistics and trading PLC.

- To make inquiries on the effectiveness of training and development provided by Pave logistics and trading PLC.
- To review the execution of an effective reward and compensation system at Pave logistics and trading PLC.

#### **1.4. Research question**

Grounding the confirmed problems, the study addressed the following research questions:

- How effective are recruitment and selection practiced in PLT?
- How effective are training and development practiced in PLT?
- How Reward and compensation system is effectively practiced in PLT?

#### **1.5. The Significance of the Study**

By highlighting effectiveness of HRM practices, the study has valuable output to pave logistics and trading PLC. Also, the study might support performing a clever human resource management practice to attain organizational objectives with current PLT human resource management practices.

The implication of the research finding explore that pave logistics and trading PLC as well as logistics companies shall implement human resource management practices for better business sustainability and performances through providing high customer satisfaction. Moreover, the finding of the study was useful for the human capital manager to design a better human resource management practice in the company with the purpose of achieving organizational goals and objectives.

#### **1.6. The Scope of the Study**

Initially, the researcher trust that recruitment and selection, Training and development, and reward management are among the most important topics that we need to study and care about, and therefore the researcher picked these topics because of its importance.

Considering time frame of the study mainly depend on the university calendar, as a result; the study has limited to assessing the effectiveness of only selected three HRM practices (recruitment and selection, Training and development, and reward management) in freight forwarding company named Pave logistics and trading plc. The study has incorporated pave

logistics and trading plc, staffs at different branches of the companies placed in different area of Addis Ababa and Hawassa branch office. In order to get significant result, the study has aimed to all level of employees with in PLT plc.

### **1.7. Limitation of the Study**

There is limitation to this study that should be considered when interpreting the study out puts. Even though the study is potential for conducting in additional freight forwarding companies which aid those companies, the researcher has limited in only PLT PLC due to financial constraint.

In the meantime the research solely piloted on the mentioned company and didn't bring up any other organization; the findings of the researcher cannot be generalized for other organization over the world which implements HRM practices.

Ever since pave logistics and trading plc highly sophisticated system and customized service Solutions Company in Ethiopia, the researcher has a confidence to conduct the study in PLT PLC. Mintzberg (1979) mentioned that "No matter how our sample or what our interest, we have always tried to go in to organizations with a well-defined focus to collect specific kinds of data systematically"

### **1.8. Definition of Terms**

***HRM Practices:*** Human resources are mostly recognized as important elements that contribute to firms' success and performance (Karami, Analoui, and Cusworth 2004; Luthans, Hodgetts, and Luthans 1997; Peace II and Robinson 1997). For better performance, organizations also need to establish and maintain effective HRM practices, such as training and development, employee performance management and reward management (Chand and Katou 2007; Fey et al.2009).

Scholars studying HRM practices and organizational performance commonly define HRM as a strategy or process for effective usage of human resources in order to achieve organizational goal (Laka-Mathebula 2004; Lee, Lee, and Wu 2010). Delaney and Huselid (1996) found that organization performance associated and determined by on human resource activities that are selection, employee skills, motivation, structure of the job, training.

**Recruitment and Selection:** Recruitment has been defined as the process of attracting people on timely basis, in adequate quantities and with suitable qualifications, to apply for jobs with an organization (Mondy and Noe 2008). Selection refers to the method of selecting the individual, from a collection of applicants, who is best suited for a specific position and for the organization (Mondy and Noe 2008).

**Training and development:** Training and development refers to putting in place appropriate training programs to maintain and develop competences, both individual and organizational, which are expected to contribute towards the process of organizational change (Valle, Martin, and Romero 2000). There are two ways training activities influence organizational performance. First, training can increase skills and abilities important to employee's tasks and development. Second, training increases employees' with their job and work place (Harel and Tzafrir 1999).

**Reward Management:** Reward and management is defined as merit pay or incentive compensation system applied by organizations to reward employees for attaining specific goals (Delaney and Huseild 1996). Some scholars (e.g. Delery and Doty 1996; Vlachos 2008) discussed reward management as performance based compensation. Previous studies have found that extrinsic rewards and intrinsic rewards improve employee retention and attract highly skilled talents (Ahlstrom, Bruton, and Chan 2001; Harel and Tzafrir 1999; Wilkinson et al. 2005).

**Effectiveness:** Effectiveness is the degree to which something is successful in producing a desired result; success.

## **1.9. Organization of the Study**

The research paper has comprised five chapters. Chapter one briefly discusses the background of the study, statement of the problem, research questions, the objective of the study, significant of the study, the scope of the study, limitation of the study, definition of terms, and organization of the study that aim to meet the research objective.

The second chapter presents the review of related works of literature and empirical review. The third chapter is all about research design and methodology of the study conducted. Results and discussion are described in chapter four. The Final chapter incorporates the summary of major findings, conclusions, and recommendations.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2. Introduction

This chapter presents the review of the literature emphasis on the main objective of the study concerned to effective human resource management practices and the effectiveness of recruitment and selection practice, training and development, and reward management practices.

#### 2.1 Human resource management practices

Dunford and Snell (2001) Different human resource management practice that are compensation management, training and career development, welfare programs, recruitment and selection, performance appraisal, employee empowerment, and internal communications have produced a constructive outcome.

Twari (2009) recognized the various types of human resource management practices, there includes employment security, recruitment and selection, team work, compensation, training and development, information sharing, reduction of status differences. Red man Mathew (1998) also highlighted human resource management practices that support organization quality strategy as recruitment and selection, extensive remuneration system, team work and career development, design, training and development, employee involvement, and performance appraisal. Human resource generally can be regarded as the most significant asset in any organization; also it can be termed as the source of achieving comparative advantage.

Oladele (2012) mentioned that the four factors of production; the human element stands out as the most unpredictable. Saxena and Durcel (2003) similarly developed a new framework of human resource management practices such as training and development, employee or employer relations, recognition through reward management, career development, culture building, compensation and benefits, employee relations and performance appraisal.

Armstrong (2009) enlightened that HRM as the management of people in the organization through the course of developing, applying and evaluating policies and procedure, employment programs and methods, and motivation. This indicates that human resource is a significant asset to the organization as well as their effective management is an essential to company success.

### **2.1.1 Recruitment and Selection**

Armstrong (2008) Explains that employee resourcing is also emphasis on any means available to meet the demand of the company for certain skills and behaviors but not only about recruitment and selection. Armstrong (2008) resourcing plans by analyzing future requirements should indicate what steps shall be execute to hire people in the organization and what training schedule shall be provides. Charles R. Greer (2001). While dealing with employee shortages, the mixture influences of demographic and a strong economy can produce a severe labor shortage in many occupations. Also due to the fluctuation of economy feature employers may face shortages of qualified managerial and professional personnel.

Ivancevich (1992) stated that internal recruiting is searching candidate within the organization already hired and deployed in some position. These employment sourcing methods go through an initial process that are posting which could be visible for all member of the organization and setting an enough time for applicant. Breugh et al, (2000) declared a comparison statement that outsourced advertisement has an inactiveness nature and employee referrals and direct mail has a very active influence on the applicant's response. According to Charles R. Greer (2001) Employee referrals are often the best source of employee since peoples tend to refer employees like them-selves. On the other hand, Charles R. Greer (2001) strategic recruiting, internet recruiting has a great value on providing enough information for job seekers. On the other hand, external employment sourcing looks candidates from outside the organization using a means of media, higher institutions recruiting, human resource agencies and computer databases (Falcone, 2002).

Recruitment is that the process of trying to seek out and encourage potential candidates to use for a vacant position within the organization. In simple phrases, recruitment strategies attempt to create a high number of qualified, and skilled and experienced applicants to form effective decision in selection strategies. Briefly, recruitment is about sourcing the proper people at the proper time within the right place at the proper cost. The key purpose of recruitment is to verify that the organization is sufficiently and efficiently staffed in the slightest degree times. Therefore, the intention is to draw in suitable persons by making applicants conscious that such vacant position is available within the organization (Compton, R.L., 2009).

Ezeali and Esiagu, (2010) Recruitment and selection at all companies is a serious issue for HR managers due to the achievement of organizations and efficiency in service delivery rest on the quality of its employees recruited into the organization through effective recruitment and selection process. Adrian Wilkinson & Tom Redman (2009) explains most literatures merged recruitment with selection but the more organizations emphasizing on identifying and attracting a high quality of job applicants the less important the selection stage of hiring becomes. Mondy and Noe (2008) Defined recruitment as the process of attracting people on timely basis, in demanded quantity along with suitable qualification.

Obikeze, and Bi (2004) Notes that recruitment, and selection involve getting the simplest applicant for employment. Recruitment is that the process of attracting a adequate number of people with right profile in terms of qualifications, experience, skills and other relevant attributes to point their interest in working for the organization. According to Okoh (2005) recruitment procedures that supply a large pool of competent applicants combined with a reliable and valid selection regime will have a significant impact on the standard and type of talents new employees possess. The goal of recruiting is to ensure that the organization's manpower requirements are addressed by attracting qualified candidates in a cost-effective and timely way.

Fong et al, (2011) the selection criterion applies during selection course such as interview and referee check, to ensure recruitment system are valid and reliable. As mentioned by South worth (1990:1) selecting staff is a crucial management duty. Earlier to selection, interview and examination of employee, the organization should check on some level of facts about candidates. Some of these usually used are weighing application forms, checking references, which are previous employers and physical examination (Musaazi, 1988:192) Typically, checking candidates' reference, employment application form, employee former company and a physical examination. Mondy (2003) stated the selection procedure comprises steps that are initial screening interview, completing the application form, exhaustive interview, background checking, medical and physical examination and job offer respectively.

According to Ofori and Aryeetey (2011) Selection is a process in which certain tools are utilized to select the finest nominee out of the candidate that are appropriate for the vacant position. The aims of selection practice are to obtain the right person to the right position, to

create and keep a good image of the company and make the selection process cost effective utmost.

### **2.1.2 Effective recruitment and selection practice**

Barber at al., (1999) has determined that its miles tough to evaluate the effectiveness of recruitment and selection properly due to company have specific system of measurement. Vigoda, (2000) has argued research had been missing the point of interest on the connection among organizational politics and plenty of other work-related consequences and he stressed the need to focus more on organizational politics associated studies in the public section. From the HRM viewpoint, the first most essential and critical human HRM approach for accomplishing organizational goals is recruitment and selection strategies as the result of recruitment and selection strategies may be very productive for the organization if selected proper candidate in terms of appropriate competencies and also very non-productive if wrong selection been made it might lead the company to failure (Compton, 2009 & Canton, 2004).

There's no standard recruitment process which will be followed by all the organizations" altogether the areas. But organizations may follow different recruitment techniques or processes depending upon the dimension of the company, nature of the business, kind and number of persons to use, government regulations to be followed and additionally the philosophy of the employee management (Flippo, 1984; Rao and Rao, 1990; Cole, 2002; DeCenzo and Robbins, 2003).

Effective recruitment and selection have continually been one all told a most essential for the businesses within the educational area thanks to not having any complete method for attracting, screening and subsequently locating the right employee for the correct job to the organization (Pounder, 1996).

Compton, R.L. (2009) Recruitment and selection programs ought to be linked with different human resource management device, specifically overall performance appraisal, career management, reward schemes and data evaluation program, as well as being included in to the general human resource plan. Aligning human resource management goals, strategies, policies and functions in all directions with the strategic business plan are vital to strategic human

resource management. This is useful for the organization's recruitment, selection and retention functions.

According to Klaus (2005), one end product of powerful recruitment and selection is decreased exertions turnover and top worker morale. Recruiting ineffectively is high priced, considering negative recruits may additionally perform badly and/or leave their employment, hence requiring additionally recruitment. Vlachos (2009) has determined that effective recruitment and selection is that the fundamental analyst of company performance. Vlachos stated with right recruitment tactics, there'll be job satisfaction which may be a superb spirit, as a result of evaluating one's job experiences. Effective and good employee' management starts with recruitment by attainment the high-quality candidate for the work. This is often to permit the worker to retain and provides their possible effort to the corporate similarly as contributing to the organizational improvement.

Barbar (1998) new selection of employees demanded by the organizations has two points that's generating high number of job seekers and make the optimal selection with in them.

Applicants' perceptions and responses to selection procedures have gotten a lot of attention from various researchers who looked at it from different angles, and one of the main points of discussion is the fairness of selection procedures, which has an impact not only on the organization's attractiveness (Bauer et al., 1998) but also on the candidate's motivation for a particular selection test (Chan et al., 1997). It has been stated that if applicants are handled honestly, they will recommend the firm to various persons they desire, however if they are not treated fairly, they may pursue legal action as a possible remedy (Bauer et al., 2001).

Kandola and Zottoli & Wanous, (2000) has recognized from the research that employee referrals and walk in recruitment methods had been considered more helpful to the job applicants because these sources offer correct and complete knowledge regarding a specific job with some other benefit over the advertisement & Posters. Applying powerful recruitment network for logistics profession will aid worker satisfaction and a way to preserve skilled employees. The study argued that newspaper, magazine social Medias, employee referrals are mostly utilizing as a source of recruitment platforms. Additionally, for high level of professional, headhunting companies are frequently the optimal choice (McKinnon et.al. 2017).

Thus, for this research motive effectiveness of recruitment and selection is the attainment of the basic objectives or recruitment as attracting large number of candidates, methods of recruitment and fairness of recruitment methods and selection the best appropriate among them.

## **2.2 Training and Development**

### **2.2.1 Definition of training and development**

Human resource development is the most dynamic of all organizational resources, it requires special attention. Training is job-oriented rather than personal, and it entails preparing for a certain occupation or set of abilities. Also, unlike training, development takes a broader view of knowledge and skill acquisition; it is less job-oriented; it is more concerned with employee potential than immediate skill; and it views individuals as flexible resources. (Colea & Okoh., 2005) are two examples of this.

"Training is the use of systematic and planned instruction activities to facilitate learning," says Armstrong (2006). It entails the use of formal methods to convey knowledge and assist people in acquiring the skills they need to do their jobs well.

Training is defined by Goldstein (1980) and Latham (1988) as the systematic learning and development of knowledge, abilities, and attitudes required by employees to adequately perform an assigned job or task in order to improve performance in the workplace. If the training is relevant, meets employee and organizational needs, and is properly and effectively developed and delivered, it should transmit new knowledge and skills (Salas, 1999).

Employee retention, per Huselid (1995), is influenced by views of HR practices like training and job security provided by the organization. Furthermore, keep with several studies, HR practices like benefit and training are positively associated to employee retention since they encourage employees and bind them to their jobs (Lazear 1986; Madrian, et.al, 1994).

### **2.2.2. Training and development program**

M. Armstrong (2008) claims that if employees aren't offered opportunities for learning and development or if they believe demands are being placed on them that they can't fairly be expected to satisfy without sufficient training, resignations and turnover may increase. If new employees don't seem to be given appropriate training once they first join the company, they

may experience an "induction crisis." Learning and development programs should be planned and implemented to boost skills and competences, furthermore to provide staff the confidence to meet performance expectations.

Training, according to Armstrong (2009) is the process of supporting a person in improving his or her efficiency and effectiveness at work by improving and updating his professional knowledge, developing skills relevant to his work, and cultivating appropriate behavioral and attitude toward work and people.

Different firms throughout the world provide training and development programs to their employees in order to improve their skills and talents. This training and development program was created to help their company expand (K. Jehanzeb and N.A.Bashir, 2013). Companies also believe that they were not offering career possibilities to individuals who had the necessary contacts and skills to profit from them (O'Herron and Simonsen, 1995).

According to Huselid (1995) employee training provides the subsequent benefits: increased job satisfaction and morale, increased motivation, increased process efficiencies, leading to financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products, and reduced turnover rate.

The fundamental components of a worthwhile employee training program, according to (Mel Kleiman 2000), are orientation, managerial skills, and operational skills of employees. Any staff development program must start with these theories. Employee development programs, according to Janet Kottke (1990) must have core competencies and a suitable structure through which firms build their business at the corporate level. M. Foxon, according to Foxon (1989) many trainers are unaware that training programs should be reviewed continuously from the beginning of the planning process in order to alter and improve the product.

As a result, training and development aims to enhance technical, human, conceptual, and management competences for the advancement of individual and organizational growth, are making it an endless process.

### **2.2.3 Approaches of training**

M. Alipour, et.al (2009) the rapid growth of technology creates a slew of new training strategies practically every year. Because training is a situational process, no single method is appropriate for every situation. Many training programs have more than one learning aim.

There are two types of training approaches: cognitive and behavioral. Cognitive approaches provide spoken or written knowledge, show relationships between concepts, or explain how to perform something. Off-the-job training methods are another name for these procedures. Behavioral approaches, on the other hand, allow trainees to practice behavior in a real or simulated environment. They replicate learning through behavior, which is the most effective way to improve skills and modify attitudes. This method is referred to as on-the-job training. For knowledge growth, cognitive methods are preferable, whereas behavioral ones are best for skill development (Blanchard and Thacker, 1998:277).

The selection of training methods is a major issue in training design (Tannenbaum, S.I. & Yukl G. 1992). As Cambel (1998) has pointed out, the most common type of study is comparing one training method to another or to a control condition with no training. As a result, training might be provided in a variety of ways, including coaching and mentoring, peer cooperation, and subordinate engagement.

According to Armstrong (2009) the two most typical training and development methods employed by organizations are on-the-job training and off-the-job training.

#### ***On-the-job Training***

C. Greer (2001) another option for a company to engage in human capital for strategic advantage is through on-the-job training. Such investments can be made by designing a job in such a way that employees learn while they work. Such investments can be made by designing a job in such a way that employees learn while they work. Employees' skills may be enhanced by learning new duties or operating new equipment, for example.

According to Armstrong (2009) on-the-job training is a means of providing training to employees while they are working. The fundamental principle behind this training is to learn by doing, with the supervisor or more experienced staff providing hands-on instruction on how to complete a certain activity.

The goal of on-the-job training is to equip employees with task-specific information and skills in their work environment. On-the-job training focuses on knowledge, skills and abilities that are directly relevant to employment requirements. On-the-job training methods include job instruction techniques, job rotation, coaching, and apprenticeship training (Alipour, et.al, 2009).

### ***Off-the-job Training***

Off-the-job training refers to training that takes place in a setting other than the workplace. Off-the-job training is typically geared to address a group's collective learning needs rather than a single individual's needs. Off-the-job training approaches include computer-based training, games, and simulations.

Off-the-job training, according to Armstrong (2009), is a type of training that is conducted on-site, away from the original work setting, for a set amount of time. Case studies, conferences, audiovisuals, seminars, simulations, role play, and lectures are just a few of the core systems that an employee will encounter during off-the-job training. This is one of the more expensive techniques of training.

### **2.2.4 Training and development process**

K. Vineesh, (2014) the training and development process has taken on a strategic role in meeting current and future business demands. Training & Development as an HR process involves multiple sub processes, some of which operate simultaneously (Domsch, M.E. and Hristozova, E. eds., 2006). According to the oldest material on training needs assessment McGehee and Thayer (1961) training needs should be synthesized from three sources: organizational analysis, work analysis, and person analysis.

According to Armstrong (2006), training and development program should be systematic in that it is specifically designed, planned and implemented to meet defined needs. Therefore, a good training and development program should involve the following fundamental steps:

- ***Determining Training need assessment:*** According to Kapinga (2008) training needs should be based on organizations need, type of work to be done and skills necessary to complete the work. Also infer that the organization should begin by assessing the current status of the organization how it does best and the ability of your employees to do these tasks.

- ***Developing Training Objectives and plan:*** After determining the needs, setting training objective is easier. Training objectives should however be attainable and measurable. Moreover, it should also be clear to both supervisor and the employee because they can be used to evaluate their success. Training is successful if the objectives are achieved. It is suitable while developing the training objectives, it should be in a common procedure including effort from management, supervisors, workers, and trainers to ensure that the objectives are reasonable and realistic (Ngiwra 2009).
- ***Developing Training Methods:*** This step informs to choose the methods of training employed in the program. Such as infer by Armstrong (2009) on the job training method and off the job training.
- ***Identifying the trainees:*** Identification of trainees implicates identification of job classifications where the training needs have been known which is done by the training analyst and the identification of the real names of the employees who join the training which is performed by a supervisor using rules that administer the selection of the employee for training from HR department (Ngirwa, 2009).
- ***Evaluating effectiveness of training development program:*** The best-known and most widely used framework for classifying evaluation is the Kirkpatrick model. The model consists of four level of original described more recently by Donald Kirkpatrick (1996). The strong point of Kirkpatrick's model lie in its simplicity and pragmatic way of helping practitioners think about training programs (Allige and Jank, 1989). It is easily understood and makes sense to organizations and has developed the most frequently accepted model or framework on training evaluation.

The four levels are:

1. ***Reaction-*** What the participants thought of the programmer, normally measured by the use of the reaction questionnaires.
2. ***Learning:*** The change in knowledge, skills, or attitude with respect to the training objectives, normally assessed by use of performance tests.
3. ***Behavior:*** Changes in job behavior resulting from the program, to identify whether the learning is being applied. Assessment methods include observation and productivity data.

4. **Result:** The bottom-line contribution of the training program. Methods include measuring costs, quality and return on investment.

### **2.2.5 Effectiveness of training and development process**

One technique to improve an organization's effectiveness is through training (Alipour, Salehi, and Shahnava, 2009). Training is the process of developing skills, providing information, and nurturing traits in order to enable people who work in organizations become more successful and efficient in their jobs. Swanson, et.al, (2001) Employee performance and organizational effectiveness are influenced by training and development, so efforts must be taken to guarantee that employees' skills and knowledge are adequately exploited through appropriate and timely training design and implementation (H.O. Falola, et.al, 2014).

Training effectiveness must end in a change in behavior that's skill transfer for job performance, leading in improved organizational performance (Goldstein and Ford 2002). In keeping with Emeti (2015) comprehensive training activities are favorably connected with productivity, reduced staff intention to go away, and organizational effectiveness, moreover cost reduction.

According to McKinnon et al (2017) the importance of training and development is stressed in order to remain competitive in the marketplace. As a result, if companies in developing countries want to keep up with international standards, they must supplement the current focus on core logistics skills such as inventory, warehousing, and transportation management with training in the broader range of competencies required to manage complex supply chains with high levels of digitalization and customer expectations.

Alipour, et.al (2009) Organizations must be aware of training methods and their effectiveness in order to deploy appropriate training methods. The human resource department's role is to improve the effectiveness of the business by giving employees with knowledge, skills, and attitudes that will help them perform better in their present or future jobs. Furthermore, measurement should be done according to the models for evaluating training effectiveness.

As a result, for the needs of this study, training and development effectiveness is defined as per the ideal of Kirkpatrick's four models of training evaluation. Beside that the achievement of

the fundamental goals of training design, training needs, trainer satisfaction with the training and development program, and training assessment will also be evaluated in this study.

### **2.3. Reward and compensation system**

Employee performance and willingness to remain employed may be influenced by an organization's reward scheme (Bamberger & Meshoulam, 2000, MacDuffie, 1995). Variety of studies has shown that there's an oversized degree of inter-individual variation in comprehending the importance of economic incentives for employee retention (Pfeffer, 1998; Woodruffe, 1999).

Osemeke, M (2012) Reward and compensation management is anxious with the event and implementation of strategies and policies with the goal of rewarding people fairly, equitably, and consistently in accordance with their value to the organization, thereby assisting the organization in achieving its strategic goals. It's concerned with systems (reward processes, policies, and procedures) that are designed to suit the desires of the organization yet as its stakeholders. Armstrong (2006) He goes on to say that the reward management philosophy acknowledges that if human resource management is about investing in human capital that needs a good return, then it is proper to compensate people differently supported their contribution that's the return on investment they generate.

In order to build up a successful reward system in an organization, there are a few guidelines to follow. Give the incentive system some weight; employees must have a choice for the types of prizes on offer; many employees prefer cash. Make the incentive system simple to grasp, and extensive procedures for evaluating performance, filling out forms, and review by multiple levels of management lead to the conclusion (Lawler, 1995).

According to research conducted by Aslam et al. (2015) the most important variable in the study is reward and remuneration, which has a substantial impact on employee performance and efficiency. When people are satisfied, their productivity rises, and organizational performance rises as well.

Osemeke, M., (2012) Reward plans, as well as the processes required to achieve them, must be derived from company strategies. It's important to notice that employee compensation and reward is influenced by the organization's business and human resource goals, the importance

given to reward considerations by senior management, and therefore the organization's internal and external environment.

Armstrong (2006) goes on to say that the external environment includes labor market pay levels, and that a reward system should include policies that provide guidelines on how to manage rewards; practices that provide financial and non-financial rewards; and processes for evaluating jobs and evaluating individual performance.

A reward system should also include methods for maintaining the system to ensure that it functions efficiently and flexibly while also providing good value for money. According to Campbell et al (2007) the ability of an employee to see the link between his or her work and the organization's strategic goal is a driver of good behavior. Personal objectives drawn from strategy are developed and used to reach this clarity. Finally, Waal (2007) believes that implementing personal objectives, personal targets, and explicit assessment criteria in conjunction with a flexible reward structure can result in a good culture shift. Employees' dedication to achieving the organization's goals grows. The distinctions between what is good and what is bad grow clearer and more consistent. This, in turn, leads to increased productivity and performance. As a result, a new hypothesis is proposed: effective reward and compensation management has a favorable impact on organizational performance.

Bonus and incentive schemes for employees could be more beneficial to the service industry in general. Many businesses would like to provide incentives to their employees through performance-based pay, but are unable to do so because the performance of a single person is difficult to assess (Torres & Adler, 2012).

It is concerned with how the method of pondering the review and evaluation of reward policy and practice is administrated but doesn't propose a universally applicable method of doing so. We are well conscious from our experience and research that all organizations are diverse and that in each case approaches which fit their circumstances are required (M.Armstrong & Duncan Brown and Peter Reilly, 2011).

## **2.4. Empirical Study**

Empirical studies on the effectiveness of HRM practices provide diversified results. On the positive sideways, Huselid (1995) found, in an exceedingly study of just about 1,000 firms, that

HRM practices improved, not only ratio but also employee productivity and longstanding company performance. However, this outcome must be seen carefully, if only due to the massive sample size: one cannot review 1,000 firms comprehensive.

Terpstra and Rozell (1993) similarly found human resource practices to be effective. The authors used data from 201 US organizations so as to see the influence of HRM on financial performance. They used five staffing practices to look at whether organizations using more of those practices had advanced levels of profitability and sales growth. As a result positive relationships between the extent of implementation of the five staffing practices and financial performance, including annual profit and profit growth have been observed. This suggests that, within the US's 1990s economic environment a minimum of, human resource management practices affected organizational performance, and for the higher. However, Terpstra and Rozell also found that the level of HRM effectiveness varied in step with organizational nature. High relationships were within the service and financial sectors; no relationships were observed within the manufacturing and wholesale/retail sectors. The researchers have remarked that the service sector particularly has high staffing levels. So possibly it's predictable that HRM practices are only where they're most desirable in organizations with high staffing levels. To the current one can add that the service sector and, especially, the financial sector, possibly will have need of high levels of skills in staff.

Further studies found even less definite benefits from human resource management practices. Cho et al. (2006) examined the relation between the employment of 12 HRM practices and organizational performance. Cho et al. found that those HRM practices had a enormous relationship with simply 1 measure of organizational performance: the ratio of non-managerial employees. So, the outcomes show that only companies implementing HRM practices tend to keep less well educated staff. On other level of thinking, this is able to suggest that the 12 practices are "respectable" in the logic that they foster worker loyalty (but note: by the researchers' criteria, such loyalty, if present, doesn't translate into improved organization performance). Additionally thinking, it would propose that the 12 practices inspire employees to mulct their employers, and stick with them just for this reason (but note: by the researchers' criteria, such mulcting, again if existing, doesn't interpret into declined organization performance).

Additional studies agree with Cho et al. (2006) therein they agree that HRM practices are worthy in to this point as they improve organizational performance, but they disagree within the way that they improve it. Thus, as an example, Angle (1983), Ulrich (1997), and Wimalasiri (1995) discover that HRM practices mainly rewards, within the case of Angle's study increase worker commitment, but McEvoy (1997) discovered that they increase simply worker satisfaction.

Other researchers suggested that human resource management practices are worthy for company performance, but vary within the nature of the particular HRM practice that occasions the corporate benefit. Thus Harel and Tzafrir (1999), for instance, in an examination of the impact of human resource management practices on Israeli companies, discovered that only training and development practices make a big contribution to organizational performance, but that training and development practices and recruitment affect observed market performance.

When compared to, Huselid (1995) found that HRM practices have a positive influence on temporary worker efficiency and turnover and on long-term financial performance. Similarly, Ogilvie (1986) suggested that a range of HRM practices that are performance evaluation, promotion policies, and compensation and benefits have an impact on organizational performance.

Some research suggests that HRM has slight impact on company performance. Most notably, in a very very study of 97 companies, Youndt et al. (1996) found that, although contingency-based approaches to HRM correlated well with overall measures of company performance like employee productivity, the foremost effect came from associating employee practices to company strategy it's how companies implement strategy that matters. The authors did find, however, that HRM practices moderated the implications on company performance. During this vein, but more positively as regards HRM practices, Horwitz (1999) argues that SHRD could be a crucial component of HRM as a technique to reinforce performance and organizational effectiveness. Horwitz also argues that HRM activities are tormented by the firm's performance.

This conflicting finding suggests two possibilities. First, the requirements of numerous companies for HRM, and its various sub-types, differ. Second, the employment of HRM practices lies somewhere between being a mere correlate of what really matters strategic

thinking and planning and a strong, and positive, moderator of strategic planning, possibly with powerful and beneficent feedback effects. These possibilities aren't mutually exclusive.

Öz,celik and Aydinli (2006) identified that research on SHRM emphasizes heavily on the association among HRM and business strategy. The authors argue that associating HRM and business strategy needs that human resource departments provide right input into strategic decisions, that human resource managers participate in strategic planning (Fombrun et al., 1984), which HRM and strategic planning be combined (Schuler, 1992; Sheehan, 2005). Öz,celik and Aydinli (2006) highlighting the requirement for human resource departmental representation on companies' boards of directors, and, by implication, equivalent bodies in different organizations. Thus, the authors discuss given changes in management roles and therefore the economic environment since the 1970s (Lundy1994).

It is one thing to indicate that human resource management ought to be a part of organizational strategy. Kane et al. (1999), in a study of barriers to effective HRM practices, point out the prerequisite for change in management approaches if senior managers don't care about effective HRM, it's unlikely they're going to implement it. Kane et al. also emphasized the prerequisite for technical knowledge, as against theoretical knowledge, in managers. Kane et al. studied 549 employees, managers, and HRM staff in five diverse countries Australia, New Zealand, the U.S.A., the U.K., and Canada, operating during a range of sectors financial or business services, manufacturing, community service, and public administration and sizes are 200 to 9,999 employees. They identified that deficiency in technical knowledge and deficiency in commitment to HRM was correlated, which these barriers to effective HRM held true across countries.

Thus, notwithstanding uncertainty regarding the system human resource management practice improves organizational performance, and, indeed, of the foremost effective types of HRM, the collected works is comparatively clear-cut on four things: First, executives should take into consideration of the significance of HRM; Second, they should integrate HRM into company strategies; Third, they don't always do so; and Fourth, although the way within which HRM assists organizations, it, or aspects of it, has valuable consequences for organizational performance.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This study aimed at examining the selected human resource management practices of PLT and the effectiveness of such practices. This chapter highlights the research design, target research approach, population, sample, sampling techniques sources of data, and data collection procedures used in obtaining the required data. Moreover, it presents the measure adopted to ensure that the study is done in an ethical manner on top of the validity and reliability test as a component of data analysis tools.

#### **3.2. Research Design**

Cooper and Schindler (2003) the significance of research design as an activity and time based plan; always grounded on the research question; guides the selection of sources and types of information; a framework for specifying the connection among the study variables and outlines the procedures for every research activity. Moreover, Kothari (2004) discussed that research design is the preparation of conditions for collection and analysis of data in a method that objects to combine relevance to the research purpose with low-cost in procedure. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement, and analysis of data.

According to Kothari (2004), if the aim of a study is to administer an accurate description of a situation, accuracy becomes a serious concern and a groundwork design which minimizes bias and maximizes the reliability of the evidence composed is taking into account as an honest design and also the form of study is essentially descriptive one. As a result, the study was containing a descriptive approach to review the effectiveness of selected human resource management practices at Pave logistics and trading plc.

#### **3.3. Research Approach**

As said by John & Creswell (2009), there are different types of research designs: qualitative, quantitative and mixed research. Here, since the study aimed to assess the effectiveness of three HRM practices at Pave logistics and trading PLC the researchers used mixed research approach.

According to Kothari, (2004) mixed research method is convenient when the qualitative or quantitative approach need to be used to have the best understanding of what the research problem is focused. The advantage of using mixed methods is that it allows triangulating and supporting the information and outcome collected by questionnaire.

Mixed method involves relating or integration of qualitative and quantitative research and data in a research study. Qualitative data gravitates open-ended without predetermined responses while quantitative data usually contains closed-ended responses such as found on a questionnaires or psychological instrument (Creswell 2017).

### 3.4. Population of the Study and Sampling Method

#### 3.4.1. Sampling Population

The study aimed to assess effectiveness of selected human resource management practices in PLT Plc. Therefore, the company had 15 branches and a total of 179 employees throughout the country. Out of the total branches, by using purposive sampling technique the study were select 03 branches and head quarter of the company based on the number of employees in the branch. The researcher have selected the sample branches due to their greater importance and provided valuable and relevant information to the study. The remaining branches of PLT have eliminated due to small number of employees and simple level of branch structure.

The target population of the study was the 157 employees in selected branches. This study was carried out in the head quarter placed in Addis Ababa and diverse branch offices sited in Addis Ababa and Hawassa. As pave logistics and trading PLC structured in various operational and supportive departments, the study was address all departments and divisions from selected branches. Therefore, the researcher has got applicable data from departments and division employees to identify the effectiveness of HRM practices at PLT PLC.

**Table 3.1** Number of branches per number of employees

Branches	Number of employees
Head Quarter Office	118
BLIP branch	15
Airport Cargo branch	14
HIP branch	10
Total	157

### **3.4.2. Sampling Technique**

Sampling is the process of selecting groups or individual among a large population depends on the type of analysis being performed. There are two major type of sampling method those are probability and non-probability sampling. Probability method is sampling technique in which samples are composed in a manner that offers all characters in the populations has equal chance of being selected for the research and non-probability sampling technique in which the researcher selects samples based on the researcher's subjective judgment. Accordingly the study used both probability and non-probability sampling technique.

Based on PLT structure and branch distribution purposive and simple random sampling techniques is been used. According to Kothari (2004), Sampling is the process of selecting a few (sample) from the population. Kothari argued that, since every member of the population has known and each of them has an equal chance of being selected. Finally, the researcher argues that purposive sampling technique and random sampling technique were the option to use for the research.

Purposive, sampling technique is used to select branches of PLT this sampling technique helped the researcher to select branches which were suitable for collecting the required data. For the purpose of the study, the sample selection process considered number of employees in branches. Therefore, the researcher purposively selected branches with highest number of employees; as well as random sampling technique is used to select employees out of selected branches.

### **3.4.3. Sample Size**

According to Kothari (2004), determining sample size varies for various forms of research designs and there are several approaches in practice. If the sample size 'n' is simply too small, it should not serve to attain the purposes and if it's large, we may incur a high charge and waste resources. As a general rule, one can say that the sample must be optimum size; neither is excessively large nor too small.

Kothari (2004) give below formula to find the sample size for finite population:

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2(N-1) + z^2 \cdot p \cdot q}$$

Where;

P= proportion of getting response (Success) 90%

q=proportion of getting non-response (failure) 10%

n=required sample size

z= confidence level 1.96 from normal distribution table at 95% confidence interval

e=standard error 5%

N=total population 157

Thus, the total number of selected respondents in this study was 74 respondents.

### **3.5. Data Collection**

The major tools for the study were a primary data source which is a well-structured questionnaire and KII (Key informant interview) as the best tool to acquire relevant information. The questioner will distribute for the selected branch and office which contains a close-ended questionnaire consists of five-point Likert scale; strongly agree, agree, not sure, disagree, strongly disagree. And an open-ended interview question will be share to managers to obtain an imperative thinking. The questionnaire is modified from previous research design (Biruk, 2019).

The questionnaire has consisted of two section the first section comprises demographic question that requires respondents' details besides section two has designed to assess employee's perceptions about effectiveness selected human resource management at PLT.

The questionnaire was encompassing three selected human resource management practices that are recruitment and selection, training and development, and reward management. A qualitative data were utilized to support the quantitative findings and further clarify the effectiveness of selected HRM practices. In conclusion, interview question were conducted with managers to achieve the employees own view of certain human resource management activity at PLT plc.

The procedure for the data collection questionnaire from participants were done by appreciating their participation and devoting their time for the research, once checking that the completeness of the data.

### **3.5.1. Data Analysis**

Raw data were cleaned, sorted and condensed into systematically comparable data. The research was used SPSS (Version 25) software program to analyze the quantitative data collected for the questionnaire. This software used to obtain descriptive data in form of percentages, mean and frequency, as the researcher using the five Likert scale questionnaire. Whereas qualitative data were used to support the quantitative results and advance explanation on the effectiveness of human resource management practices.

Additionally, secondary data was accumulated from the company human resource policy, manuals and procedure, diverse human resource management books and articles and journals related to the topic on human resource practices effectiveness.

### **3.6. Validity and Reliability of Data**

**Validity** is the ability to measure what we actually wish to measure. It's the degree to which outputs obtained from the analysis of the information actually represents the phenomenon under study (Kothari 2004). Therefore, validity looks at how accurately represented the variables of the study.

According to Straub, Boudreau et al. (2004) content validity is the degree to which items in an instrument reflect the content universe to which the instrument will be generalized. Content validity is finest to employ in newly developed instrument. Thus, the study shall adopt content validity which is the degree to which data collected using particular instruments represents a specific domain of indicators or content of a particular concept.

To ensure content validity of instruments the researcher constructed the instruments with all the items that measure variables of the study. A questionnaire, which is the major source of data, were drafted from different works of literature and reviewed and edited by various human resource practitioners.

**Reliability** is that the degree of accuracy or correctness within the measurements made by a research tool. Kothari (2004) mentioned that the lower the degree of 'error' in an instrument, the greater the reliability. According to Kothari the two most vital method of assessing reliability are stability and internal consistency test. For the purpose of the study internal consistency test shall be used, if stability test applicable for the study it could be time consuming and costly. Internal

consistency is typically a measure based on the correlations between different items on the same taste or the same scale on larger taste. It measures whether several items that propose to measure the same general construct produce similar scores.

The most popular test of inter-item consistency reliability is Cronbach's coefficient alpha which is employed for multipoint scaled items. Cronbach's alpha can be considered as a suitable index of the inter-item consistency reliability (Serkanan, 2003).

Thus, the researcher have studied the instrument reliability using Cronbach's alpha for recruitment and selection practice, training and development program, and reward and compensation practice. Accordingly, as illustrated in table 3.2, instruments of the research were found reliable with Cronbach's Alpha value of 0.768, 0.911 and 0.761 for recruitment and selection practices, training and development practices, and reward and compensation practice respectively.

**Table 3.2 Reliability Statistics**

No	Study Variables	No of items	Chronbach's Alpha Results
1	Recruitment and Selection	14	0.768
2	Training and Development	14	0.911
3	Reward and compensation	9	0.761

*Source: Survey finding, 2022*

### 3.7. Ethical Consideration

Belmont report (1974) mentioned that the three basic ethical principles relevant to research involving human subjects were respect for persons, beneficence, and justice. Secret confidentiality of each respondent and concerned body was not being exposed to other parties.

During the data collection the researcher was secure fully informed consent from research participants at the beginning on an interview. An information sheet (consent form) in appropriate language was prepared a head of the interview and shared with the participants for their recorded agreement to participate in the study, in the form of signature. Additionally, the researcher expressed the consent and gives the choice to refuse or withdraw their participation at any time

in the research process. Ensuring their right to privacy is a key component of any ethical research. Thus the researcher was ensured anonymity of the respondent.

## CHAPTER FOUR

### DATA ANALYSIS AND PRESENTATION

#### 4.1. Introduction

This chapter deals with the analysis and presentation of the quantitative and qualitative data gathered from Pave logistics and trading PLC employees. For the purpose of this study three branches were selected along with head quarter of the company. The questionnaires composed two parts which are describes the demographic characteristics of the respondents and questions on the three human resource management practices. Moreover, a qualitative data also gathered through interview to support the quantitative findings and further clarify the effectiveness of selected HRM practices.

The results findings were presented in frequency tables and percentages were used to summarize the demographic information of respondents. The study further used descriptive statistics method of data and result presentation in order to put numerically found results of the study in comprehensible way. Mean and standard deviation of the respondents scores on all the dimensions were assess in order to assess the effectiveness of HRM practices on PLT.

For the purpose of the study 74 questioners were distributed to the designated respondents 66 were collected. The remaining 04 were not returned at all and 04 is been discarded due to incompleteness of the questioner.

#### 4.2. Demographic Data Analysis

**Table 4.1** Demographic Respondents variable

<b>Background variable</b>	<b>Frequency</b>	<b>Percent</b>
Sex of respondents		
Male	47	71.2
Female	19	28.8
Total	66	100.0
Age of respondents		
18-21	2	3.0
22-25	3	4.5
26-30	55	83.3

31-36	4	6.1
>36	2	3.0
Total	66	100.0
Education level of respondents		
Diploma	2	3.0
Degree	60	90.9
Master's degree	4	6.1
Total	66	100.0
Service year of respondents		
1-2	19	28.8
3-5	43	65.2
6-7	4	6.1
Total	66	100.0
Department of respondent		
Operation	46	69.7
Finance	7	10.6
Marketing	4	6.1
Human Capital	7	10.6
IT	2	3.0
Total	66	100.0
Position of respondents		
Middle Manager	4	6.1
None Managerial	62	93.9
Total	66	100.0

*Source: Survey finding, 2022*

Table 4.1 shows frequency and percentage of background variable of respondents participated in this study. A total of 66 participants involved in this study 47(71.2%) were male and the remaining 19(28.8%) were female. This implies that the company gives less employment opportunity for females.

The second demographical part of the study was age and it categorized in five groups. The first group of age was classified on age 18-21 and it covers 2(3.0%) of the total sample. The second age classification were range of 22-25 and it covers 3(4.5%) of the total sample. More than half of the total participants 55(83.3%) were in the age range of 26-30 years old. The fourth group of age was classified on age range of 31-36 and it covers 4(6.1%) of the total respondents. The last classification was age greater than 36 and there were 2(3.0%) among the total

participants. The demographical data of respondent age implies that near to the total respondent are young working forces.

Regarding educational level of participants, the majority 60(90.9%), were having educational qualification of Bachelor Degree. However, the remaining minorities, 2(3.0%) and 4(6.1%), were having educational level of diploma and MA Degree respectively. This implies that the respondents are educated and can easily understand the questionnaire in order to give appropriate answer.

The third part of the demographical variable was service year of participants. Among the total participants 19(28.8%), were employees who had served for 1-2 years. Also, 43(65.2%) were served for 3-5 years. The remaining 4(6.1%) among the total participants have served for 6-7 years in the organization. Therefore, we can conclude that participants are accurately aware of human resource management practices that have been carried out in PLT.

As the study invites participants from different departments, the fourth part of demographical variable explores departments of participants. Thus, the largest quantity of respondents found in operation department that covers 46(69.7%) of the total population. Whereas, Finance, and human capital department covers 7(10.6%) and 7(10.6%) amongst the total participants on this study respectively. Moreover, Marketing and Information technology department encompasses 4(6.1%) and 2(3.0%) respectively out of the total population.

The last part of the demographical variables was position of participants which only expressed in three groups. Among the total participants 4(6.1%) were on a career level of middle level management and 62(93.93%) were on none managerial career level which incorporates senior officers and officers. As mentioned in methodology chapter management members are not involved on questioner part aiming to request them on interview.

### 4.3. Recruitment and selection practice

**Table 4.2** Recruitment and selection practices in PLT

No.	Item	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Mean	SD
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1	PLT places the right person in the right job	2 (3.0%)	4 (6.1%)	18 (27.3%)	27 (40.9%)	15 (22.7%)	3.74	0.982
2	PLT has clear internal policies and procedure on recruitment and selection of employees	2 (3.0%)	7 (10.6%)	15 (22.7%)	22 (33.3%)	20 (30.3%)	3.77	1.093
3	Recruitment and selection process in PLT is quit rigid in terms of eligibility criteria	0 (0%)	4 (6.1%)	23 (34.8%)	28 (42.4%)	11 (16.7%)	3.70	.822
4	The recruitment and selection process in PLT are fair and transparent	2 (3.0%)	5 (7.6%)	8 (12.1%)	31 (47.0%)	20 (30.3%)	3.94	1.006
5	When vacancies occur, existing employees are considered	4 (6.1%)	7 (10.6%)	18 (27.3%)	13 (19.7%)	24 (36.4%)	3.70	1.240
6	External recruiting brings out more desirable employees than internal recruiting	9 (13.6%)	7 (10.6%)	19 (28.8%)	25 (37.9%)	6 (9.1%)	3.18	1.176
7	Job responsibilities and Job description are clearly defined	10 (15.2%)	7 (10.6%)	8 (12.1%)	26 (39.4%)	15 (22.7%)	3.44	1.360
8	The recruitment process of PLT focuses more internally	13 (19.7%)	8 (12.1%)	30 (45.5%)	8 (12.1%)	7 (10.6%)	2.82	1.201
9	PLT has equal opportunities for all potential candidate	2 (3.0%)	2 (3.0%)	7 (10.6%)	30 (45.5%)	25 (37.9%)	4.12	.937
10	The recruitment process of PLT focuses more externally	8 (12.1%)	4 (6.1%)	19 (28.8%)	17 (25.8%)	18 (27.3%)	3.50	1.292
11	Selection tests administered to fill vacancies are related with job	2 (3.0%)	8 (12.1%)	11 (16.7%)	33 (50.0%)	12 (18.2%)	3.68	1.010
12	HR provide an adequate pool of quality applicants	2 (3.0%)	4 (6.1%)	18 (27.3%)	30 (45.5%)	12 (18.2%)	3.70	.944
13	Job hiring through employee referral is the best recruitment method for PLT	2 (3.0%)	8 (12.1%)	11 (16.7%)	30 (45.5%)	15 (22.7%)	3.73	1.046
14	PLT has effective recruitment and selection practice	0 (0%)	0 (0%)	10 (15.2%)	46 (69.7%)	10 (15.2%)	4.00	.555
Overall mean and standard deviation of promotion							3.64	1.047

*Source: Own Survey finding, 2022*

This section represents the respondent's perception on recruitment and selection practice in Pave Logistics plc. Moreover, it shows that the calculated frequency, percentage, mean, and standard deviation of recruitment and selection practices.

Table 4.2 illustrates that the calculated mean score of placing the right person in the right job, was 3.74 with standard deviation of 0.982 and 27(40.9%) were agreed, (27.3%) was not sure,

15(22.7%) were strongly agree that PLT places the right person in the right job. This clearly indicates a positive result in placing of the right person in the right job. However a mean value implies the medium level of effectiveness.

With a respect to having a clear internal policies and procedure on recruitment and selection of employees the calculated mean value shows that 3.77. Also, 22(33.3%) of participants were agreed, 20(30.3%) of participants were strongly agreed that recruitment and selection procedure internal policies and procedure were stated clearly in the company. Thus, a mean value explores high level effectiveness.

While we look at opinions of respondents on recruitment and selection process in the company is quite rigid in terms of eligibility criteria a mean value shows 3.70 with standard deviation or 0.822. Although, 28(42.4%) of the total participants were agreed whereas 23(34.8%) were not sure. Accordingly, a mean value expresses high level of effectiveness.

31(47%) of respondents agreed that recruitment and selection process in PLT are fair and transparent plus 20(30.3%) were strongly agreed on the fairness and transparencies of recruitment and selection process. The practice has been confirmed by a highest level of effectiveness practice with a mean value of 3.94 which depicted that recruitment and selection process are fair and transparent.

Also, about 24(36.4%) of the respondent strongly agreed and 18(27.3%) participant opinions are indifferent that existing employees are considered when vacancies are occurs. This analysis showed a mean value of 3.70 which implies medium level of effectiveness.

External recruiting brings out more desirable employees than internal recruiting, 25(37.9%) of respondents were agreed whereas 19(28.8%) are not sure in the opinion. A mean value of 3.18 denotes that a moderate level of effectiveness.

The analysis also showed that 26(39.4%) of participants were agreed and 15(22.7%) are strongly agreed. Whereas, participant are not fully agreed with the opinion that job description and job responsibilities are clearly defined at PLT. This supported by a mean value of 3.44 the job description and job responsibilities are stated in medium level.

As we can see in the above table, 30(45.5%) of participants are not sure. However, 13(19.7%) were strongly disagreed that the process of recruitment in PLT emphasis on more internally. A mean value of 2.82 indicates that PLT is giving attention to recruit from external source than internal.

In terms of having equal opportunities for all potential candidates, 30(45%) of participants are agreed while 25(37.9%) strongly agreed. As a result, PLT is providing equal employment opportunity for all available potential candidates which infer high level of effectiveness this has been supported by a mean value of 4.12.

19(28.8%) of respondents are not sure, however 18(27.3%) and 17(25.8%) are strongly agreed and agreed respectively. This shows that the majority 53.1% of the respondent are agreed on focusing employee recruitment more externally in PLT are illustrated by a mean value of 3.50.

The analysis from the table 4.2 depicts that 33(50%) of the respondents agree that selection tests are related with their jobs whereas 12(18.2%) of the respondents are strongly agreed with the opinion. From this statement the study indicate 68.2% of participants selection tests are related with their job. Hence a mean value of 3.68 indicates a moderate level effectiveness.

Respondent were also asked the human resource provide an adequate pool of quality applicants. About 30(45.5%) of respondent agreed and 12(18.2%) strongly agreed. This implies 63.75 of respondents confirm that adequate pool quality applicants were provide through HR. a mean value of 3.70% shows a strong level of effectiveness.

Regarding hiring through employee referral 30(45.5%) were agreed and 15(22.7%) strongly agreed. This statement articulates 68.2 % of participants reveal that employee referral is a best recruitment method with mean value of 3.73. Accordingly, employee referral is best to create competitive advantage.

With the respect of having effective recruitment and selection practice, 46(69.7%) were agreed and 10(15.2%) strongly agreed. This statement reveals that 84.9% of respondent were agreed that recruitment and selection practices are effective. A mean value of 4.00 supports this with highest level of effectiveness.

### 4.3.1. Interview Responses on Recruitment and Selection practices

### 4.4. Training and Development Program

**Table 4.3** Training and Development practice in PLT

No.	Item	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Mean	SD
1	Extensive training programs are provided for employees at PLT	4 (6.1%)	14 (21.2%)	9 (13.6%)	24 (36.4%)	15 (22.7%)	3.48	1.231
2	There is a well-designed and widely shared training policy at PTL	4 (6.1%)	26 (39.4%)	14 (21.2%)	16 (24.2%)	6 (9.1%)	2.91	1.119
3	The resource used the training program is satisfactory	2 (3.0%)	7 (10.6%)	18 (27.3%)	32 (48.5%)	7 (10.6%)	3.53	.932
4	Selection for training is based on a proper need assessment	9 (13.6%)	3 (4.5%)	24 (36.4%)	19 (28.8%)	11 (16.7%)	3.30	1.215
5	There is a department assigned to follow up training and development program in PLT	5 (7.6%)	13 (19.7%)	15 (22.7%)	18 (27.3%)	15 (22.7%)	3.38	1.250
6	Top management give due attention for training and development programs for employees in PLT	4 (6.1%)	6 (9.1%)	19 (28.8%)	30 (45.5%)	7 (10.6%)	3.45	1.010
7	PLT provides formal training to promote skills, to new hires, as well as to promoted or existing employees	4 (6.1%)	5 (7.6%)	13 (19.7%)	29 (43.9%)	15 (22.7%)	3.70	1.095
8	Available training matches with my job	4 (6.1%)	12 (18.2%)	9 (13.6%)	26 (39.4%)	15 (22.7%)	3.55	1.205
9	I was evaluated after taking each training program	9 (13.6%)	14 (21.2%)	15 (22.7%)	13 (29.7%)	15 (22.7%)	3.17	1.365
10	The contents and methodology used in the training program are always relevant to the changing needs of our jobs and our business	4 (6.1%)	5 (7.6%)	11 (16.7%)	32 (48.5%)	14 (21.2%)	3.71	1.078
11	PLT carries out an induction program for every new employee to give them appropriate knowledge	2 (3.0%)	9 (13.6%)	15 (22.7%)	19 (28.8%)	21 (31.8%)	3.73	1.144
12	The training process at PLT	4	23	9	23	7	3.09	1.173

	affect normal working hour	(6.1%)	(34.8%)	(13.6%)	(34.8%)	(10.6%)		
13	Training makes me to work better with job satisfaction	4	5	6	30	21	3.89	1.125
		(6.1%)	(7.6%)	(9.1%)	(45.5%)	(31.8%)		
14	The overall training and development programs at PLT are effective	4	5	14	25	18	3.73	1.131
		(6.1%)	(7.6%)	(21.2%)	(37.9%)	(27.3%)		
Overall mean and standard deviation of promotion							3.47	1.148

*Source: Own Survey finding, 2022*

As shown in table 4.3 the result regarding training and development practice discussed as follows;

The analysis in table 4.3 showed 24(36.4%) were agreed and 15(22.7%) were strongly agreed. This shows that 59.1 of the respondents were agreed that extensive training programs are provided for employees at PLT. A mean value of 3.48 indicates a medium level of effectiveness.

Perception of employees towards training policy of the company 26(39.4%) of respondents were disagreed and 14(21.2%) were not sure. Conversely, 16(24.2%) of respondent were agreed. Accordingly, this implies that human resource practitioners are not sharing policy of training widely. This statement supported by a mean value of 2.91 with a moderate level of effectiveness.

As shown on the above table the opinion of respondent whether the source used in training program is satisfactory, 29(59.1%) of respondents were agreed. Whereas 18(27.3%) of respondents were not sure, a mean value of 3.53 implies that moderately PLT employees are satisfied on the resource used for the training program.

When we look at the opinions of respondent on whether selection of training is based on a proper need assessment, whereas 24(36.4%) of participants were not sure and 30(45.5%) of participants were agreed. A mean value of 3.30 reveals that the company provides a training grounding a proper need assessment on a medium level of effectiveness.

33(50%) of the respondents were agreed and 15(22.7%) of respondents were indifferent that department are assigned to follow up training and development program in the company. A mean value of 3.38 shows that assigned department was not fully following up training and development program in the company. However, the company has a medium level of effectiveness.

Regarding the question whether top management give due attention for training and development program 37(56.1%) of respondents were agreed and 19(28.8%) were not sure. This statement expresses top management are giving due attention for training and development program within the company. As observed from secondary data of the company annual budget detail show that training give due attention by the management as enough budget are allocate for the program held with in the year. However, the calculated mean value shows 3.45 express that moderate level of effectiveness.

PLT provides formal training to promote skills, to new hires, as well as to promote existing employees 44(66.6%) of respondents were agreed but 13(19.7%) of respondents were not sure. This illustrate that training is providing for improvement of knowledge and skills of new employees as well as existing employees. Then calculated mean value of 3.70 implies that high moderate level of effectiveness.

Regarding the opinions of respondents whether available trainings are matches with their job, 26(39.4%) of respondents were agreed and 15(22.7%) of respondents were strongly agreed this implies that 41(62.1%) of participants were agreed whereas 12(18.2%) of respondents were disagreed and 4(6.1%) of respondents were disagreed while 9(12.6%) of participants were not sure. This statement implies that most training provides by the company are related to employees task. Also, a mean value of 3.55 indicates that providing task related training is on medium level of effectiveness in PLT.

I was evaluated after taking each training program, 13(29.7%) of participants were agreed, 15(22.7%) were strongly agreed. This statement shows that 28(52.4%) respondents confirm that they have evaluated after taking training program. Whereas, 15(22.7%) of respondents were not sure and 14(21.2%) of respondents were disagreed as well as 9(13.6%) of respondents were strongly disagreed. As the calculated mean value shows 3.17 it indicates post training evaluation is executed in moderate level in PLT.

Moreover, the analysis in table 4.3 showed that 32(48.5%) of respondents were agreed and 14(21.2%) of participants were strongly agreed as well. This statement tell us that the majority 46(69.7%) of the total respondents are agreed that the contents and methodology used in training program are always relevant to the changing need of our jobs and our business. Nonetheless,

participants are not fully agreed, additionally a mean value of 3.71 shows high level of effectiveness regarding the variable.

From the table 4.3, we can see that 21(31.8%) of respondents were strongly agreed and 19(28.8%) of the total participants were agreed. Whereas, 15(22.7%) were not sure while 9(13.6%) and 4(6.1%) of respondents disagree and strongly disagreed respectively. This statement implies that the majority respondents 40(60.6%) were agreed that induction program for every new employee to give them appropriate knowledge is practiced on high level of effectiveness however respondents are not fully agreed regarding the interrogation this also supported by the calculated mean value of 3.73.

The training process at PLT affect normal working hour, 23(34.8%) of respondents were agreed while the same quantity of 23(34.8%) respondents disagreed. Moreover, 9(13.6%) of participants were not sure while 7(10.6%) are strongly agreed and 4(6.1%) of respondents were strongly disagreed. This statement illustrates that 30(45%) of respondents are agreed that the training process in PLT affect training time but not fully agreed this has been supported a mean value of 3.09 shows that moderately the working time affected by training process.

Respondents were interrogated again if training makes them to work better with job satisfaction, and majority of respondents 30(45.5%) and 21(31.8%) were reply to agreed and strongly agreed respectively. The calculated mean value of 3.89 shows that training program brings highest level of job satisfaction and productivity.

The final question on assessment of effectiveness of training and development practices were responses that 25(37.9%) of respondents were agreed and 18(27.3%) of respondents were strongly agreed that training and development program in PLT are effective whereas 14(21.2%) of participants were not sure. This statement indicates that 43(65.2.6%) of majority respondents agreed with the opinion while 9(13.7%) minorities respondents were disagreed on the opinion. Thus the calculated mean value of 3.73 indicates that a highest level of effectiveness.

#### 4.4.1. Interview Responses on Training and Development

#### 4.5. Reward and Compensation

**Table 4.4** Reward and Compensation practice in PLT.

No.	Item	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Mean	SD
1	PLT Executives management makes a reward and compensation decision	7 (10.6%)	18 (27.3%)	9 (13.6%)	28 (42.4%)	4 (6.1%)	3.06	1.175
2	The focus of compensation and reward is to attract, and retain employees in the organization	5 (7.6%)	9 (13.6%)	20 (30.3%)	12 (18.2%)	20 (30.3%)	3.50	1.268
3	The reward and compensation schemes provided by PLT are sufficient	5 (7.6%)	26 (39.4%)	21 (31.8%)	10 (15.2%)	4 (6.1%)	2.73	1.016
4	I am satisfied with the current salary and other benefits I earn in PLT	16 (24.2%)	20 (30.3%)	8 (12.1%)	11 (16.7%)	11 (16.7%)	2.71	1.433
5	Pay increments offered by PLT are satisfactory	8 (12.1%)	27 (40.9%)	12 (18.2%)	16 (24.2%)	3 (4.5%)	2.68	1.112
6	PLT follows the policy of matching pay with performance	4 (6.1%)	5 (7.6%)	21 (31.8%)	27 (40.9%)	9 (13.6%)	3.48	1.026
7	Rewards and incentives are fairly distributed in our organization	13 (19.7%)	8 (12.1%)	15 (22.7%)	12 (18.2%)	18 (27.3%)	3.21	1.473
8	Rewards in our organization are strictly linked to employee performance	8 (12.1%)	16 (24.2%)	13 (19.7%)	22 (33.3%)	7 (10.6%)	3.06	1.226
9	I am given an annual financial bonus based on the individual performance of the year	14 (21.2%)	7 (10.6%)	21 (31.8%)	7 (10.6%)	17 (25.8%)	3.09	1.454
Overall mean and standard deviation of promotion							3.05	1.242

*Source: Own Survey finding, 2022*

As shown in table 4.4 the result regarding reward and compensation practice discussed as follows;

Initially, respondents were asked that PLT executive management makes a reward and compensation decision, 28(42.4%) of respondents were agreed and 4(6.1%) were strongly agreed whereas 18(27.3%) of respondents disagreed and 7(10.6%) of participants strongly disagreed. Thus, we can observe that close to half of respondents 32(48.5%) were agreed that executive management involves on reward and compensation decision even though respondents are not fully agreed to the opinion. This statement correspondingly support by a mean value of 3.06 with a medium level of efficiency.

Regarding the opinions of respondents whether the focus of compensation and reward is to attract, and retain employees in PLT, 20(30.3%) of respondents were strongly agreed and 12(18.2%) of respondents were agreed despite the fact that 20(30%) of respondents were not sure. However respondents were not fully agreed. This statement shows us that 32(48.5%) of majority participants agreed with the moderate mean value of 3.50.

Respondents were asked again if reward and compensation provided by the company are sufficient 26(39.4%) of respondents were disagreed and 5(7.6%) of respondents were strongly disagreed. 21(31.8%) of respondents were not sure while 14(21.3%) of respondents were agreed in the opinion. A mean value of 2.73 depict that employees moderately accept the sufficiency of reward and compensation in PLT.

The next opinions of respondents on whether satisfied with their current salary and other benefits they earn in the company, 20(30.3%) of respondents were disagreed and 16(24.2%) of respondents were strongly disagreed. However, 11(16.7%) strongly agreed and 11(16.7%) of respondents agreed. The calculated mean value of 2.71 depict that moderate satisfaction are confirmed by the respondents.

Related with the satisfaction on pay increment offered by PLT, 27(40.0%) of respondents were disagreed 8(12.1%) of respondents were strongly disagreed 16(24.2%) of respondents were agreed and 12(18.2%) of respondents were not sure while smallest respondent of 3(4.5%) were strongly agreed. Thus the calculated mean value of 2.68 conveys moderate level of employee satisfaction on the increment of salary is confirmed.

PLT follows the policy of matching pay with performance, 27(40.9%) of respondents were agreed and 21(31.8%) of respondents were not sure while 9(13.6%) of respondents were strongly agreed whereas 5(7.6%) of respondents were disagreed and 4(6.1%) of respondents were

strongly disagreed. However the calculated mean value of 3.48 implies that PLT match employee performance with individual reward and compensation.

Regarding the opinion rewards and incentives are fairly distributed in PLT, 18(27.3%) of respondents were strongly agreed and 15(22.7%) of respondents were not sure while 13(19.7%) strongly disagreed and 12(18.2%) of respondents were agreed whereas 8(12.1%) of respondents were disagreed. This statement explore that close to half of participants 30(45.5%) of respondents were agreed in the opinion. However a mean value of 3.21 implies that employees are perceived that reward and incentives are fairly distributed to individuals in the PLT.

Respondents were requested over their opinion on rewards in PLT are strictly linked to employee performance, 22(33.22%) of respondents were agreed and 16(24.2%) of respondents were disagreed whereas 13(19.7%) of respondents were not sure 8(12.1%) of respondents were strongly disagreed and 7(10.6%) of respondents were strongly agreed. From this statement we can observe that 27(43.9%) of respondents were agreed to the opinion. Therefore, the calculated mean value of 3.06 shows that medium level of effectiveness on linking employee performance with rewards.

The final question on assessment of reward and compensation practices in PLT was asked employees their perception that they are given annual financial bonus based on individual performance of the year, 21(31.8%) of respondents were not sure 17(25.8%) of respondents were strongly agreed whereas 14(21.2%) of respondents were strongly disagreed while 7(10.6%) of respondents were agreed and 7(10.6%) of respondents were disagree. The calculated mean value of 3.09 implies that a medium level of effectiveness.

#### 4.5.1. Interview Responses on Reward and Compensation Practices

#### 4.6. Data Interpretation and Discussion

**Table 4.5** summary statistics of human resource management practices.

No	Study variables	Mean score	Standard deviation	Ranking
1	Recruitment and Selection practices	3.64	1.047	1 <sup>st</sup>
2	Training and Development practices	3.47	1.148	2 <sup>nd</sup>
3	Reward and compensation practices	3.06	1.242	3 <sup>rd</sup>

*Source: Own Survey finding, 2022*

Table 4.4 highlights the summary statistics and the ranking of the various human resource practices in pave logistics and trading plc.

The above table indicated that recruitment and selection is a well ranked practice in pave logistics and trading plc. With a total mean score of 3.64. This is an indication that the company employment practices are performed in a good level of effectiveness. The company is recruitment procedure is well implemented.

Training and development program as depicted in the analysis is the second ranked human resource management practice in pave logistics and trading plc. With a total mean score of 3.47. It is an indication that training and development program also applied in a medium level with in the organization.

Reward and compensation according to the respondents is also well practice. It has a medium level of effectiveness within the company with a calculated mean value of 3.06. This indicates that the company reward and compensation management make the staffs satisfy on moderate level.

#### **4.7. Analysis of results from interview**

The result of the interview with key informants, interpreted as follows;

##### **4.7.1. Recruitment and selection**

Regarding recruitment and selection interviewee discussed that the recruitment procedure and process is open and transparent. All the employees are being chosen by their ability. Most of the employees have a relevant qualification that required for deployed position. The human resource department provides a potential candidate whenever vacant position is appeared. Selection will be processed by the department heads and HR collaborations. Job positions are requested to HR based on noticeable gaps and upcoming plans in PLT.

In support of the above opinions recruitment and selection policy explained along these lines.

- The initial procedure is each and every time there is a vacant places, department manager or section head will sent an employment request for human capital department mentioning the necessary information of the demanded position. Once the human capital department collects the request the department manager will look in to the request detail and approve the requisition through making a discussion with general manager. If request

is not accepted by the human capital manager or general manager the same will be informed for the request body through writing the reason on the requisition format.

- Human capital department will take the next step for accepted employment requisition to decide the source of employment by referring its employee roster, with the purpose of looking from internal source. If the result form the data obtained by recruitment officer shows that the vacant place can filled by internal source, internal vacancy will announce through company vacancy board and communication channel called WeChat application. Unless internal source is not optimism, the human capital department will post external vacancy announcement through internet and newspaper.
- Subsequently, the human capital department will collect applicant resume through internet and prepared application form for whom applying in personal presence. In this phase, preliminary screening will be done by referring applicants resume whether applicants fulfill the requirement will select for the further step and unqualified applicants resume will be eliminated as well. This screening task will be complete according to the criteria mentioned on the vacancy announcement.
- The next stage will be appointment of selected applicants for written exam. The exam will be given in a same date for all selected applicants. Subsequently, the written exam will be checked by the department along with selected experts and made a selection for interview exam that passes the written exam out of 40%. As a result, candidates will be communicated for appointment of interview exam and it will facilitate by the examiner committee that are selected from human capital department, concerned department. These examiners will evaluate selected applicant and give their own result out of 60% on organized result registration form as well as take their own perception as a note.
- The final stage of the recruitment procedure will be selection of hiring employee through complete minute of meeting held by the recruitment committee discussion and forward the final result for human capital in order to complete the process. The human capital practitioners will announce the result for first selected employee along with the company benefit offer and additional information whereas the second and third scored candidates resume will keep as a reserve. As this stage is the finale procedure of selecting the demanded candidate for the vacant position the decision will made with a high carefulness by the committee.

Moreover interviewers have expressed on their opinion that the recruitment procedure in PLT is effective.

In regard of the interviewee perception on major barriers which hinder the effectiveness of recruitment and selection of candidate at PLT, and recommendation on improvement of the process is expressed as follows;

- Whereas interviewer doesn't observe a tangible barriers on the effectiveness of recruitment and selection process and most of the time potential candidates are selected as per the request. However, a minor improvement on the process of expanding the source of employment will bring more potential candidates who might have a longer retention.
- On the other hand as the nature of the company business, most of employment request needs to fulfill on urgent basis. This might lead the human capital department to fail on providing qualified employee. Additionally, this will pressure the HC department to skip some procedures of recruitment.
- Due to the competitive market of unlike sectors, the department is facing with retention of new employees. Moreover, the major issue of that hinders on recruitment process is that the program highly focused on fresh graduates and these delays the training period time. As a result selected candidates will still be on job hunt after recruited as the company salary base is fairly low comparing to the unlike institutes

Afterwards, the interviewer were interrogated that HC department have a significant influence on recruitment and selection decision, and the key informant responses as follows;

- It has been confirmed that the human capital have a significant influence on recruitment and selection decision that takes place from the initial task to final decision. The human capital department plays a significant roles from facilitating the entire process until the final decision by organizing the committee and process every step of recruitment and selection process.
- The interviewee confirmed that since the department is responsible for such practice the human capital department has a major significant on the decision of recruitment and selection as well as showing an improvement and development on the process also seen through time. Moreover, the department support heads and manager on the

procedure that are screening bulk applicants for further interview, analyze candidates' skills sets outside their supporting job description.

On the subject of human capital department, capacity in discharging of its function of recruitment and selection in effective manner key informants comebacks with the following opinions;

- On the current business environment recruitment and selection solely on vacancy announcement for external source is been implemented as well. Nonetheless, market assessment should be implementing to view for what potentials are available
- Currently the human capital department has enough capacity to discharge its function on recruitment and selection practice effectively. Whereas considering the company growth the department shall increase in capacity in terms of size and capacity.
- Yes, the department has its own HRM policy that incorporates recruitment and selection procedure to implement it in permanent base. Therefore it will confirm that the department discharges the practice as well.

In regard of selection criterion mostly considered for the selection of employees the researcher have receive the following opinions;

- Academic background of applicants along with GPA result.
- Relevant work experience
- Communication skill and linguistic proficiency
- Written exam and interview
- Background references
- High capabilities, knowledge on area related

In general skills, attributes, knowledge and qualifications that the employer has defined as being essential for satisfying the requirements of the job and can be found in every Position Description.

#### 4.7.2. Training and development

As the interview continued on training and development practice in PLT, the first question were to describe the procedure of training and development need assessment and its effectiveness. Subsequent to the question, managers have replies as follows;

- Yes, the human capital department is doing need assessment on biannual basis through dispatching questioner for each individual staff members to assess the training need of employees. The questioner has incorporated lists of training topics with an open ended question that prepared grounding the company needs and goal. This will help employees to assess themselves on their performance as well as support to flexibly request their training needs. Additionally, the department analyzes the performance gap with department managers and sections heads as well with the intention of identifying the gap.

As a result, the human capital will organize the report collected and prepare for the training program. The HC is doing a great job on training and development sector. A lot of moves have been taken to enhance the employee's capacity. Whereas, some suggestions comes from managements to be more effective on need assessment procedure the department should make an improvement the need assessment process.

Succeeding the first question, the interviewer has inquired the management that what kind of training is provided by the company and its effectiveness in meeting the desired goal. Therefore the response was given as follows;

Regarding the training provided by PLT:-

- Basic computer skills
- Induction training
- Email handling
- Customer handling
- Company system
- Customs rules and regulation
- Commercial documents
- Safety procedures

- Human resource policy,
- SOP (standard operating procedure) and business process
- Logistics documentation
- Different training designed by department managers and section heads related with the delay operations.

The above listed training topic lists were given from end to end in house training program which prepared by department managers and section heads.

- Tariff management and HS code, customs valuation
- Leadership and excellence
- Problem solving and decision making skills
- Supervision skill
- Customer service
- Human resource management
- Procurement management
- Dry port management
- Warehousing
- Dangerous goods cargo

Similarly, the above training topics, is provided by outsourced training provider and institutes.

Concerning the effectiveness of provided trainings in meeting their goal:-

The training which has been given and provided so far is targeted and important and overall it has a positive impact for the employees and changes are observed in time. Although, outsourced training are helping employees to develop their carrier.

- Moreover, it is observed that the human capital department have assess the training effectiveness through;
  - 1- Local training evaluation form filled by trainees, on their training time. This will support the human capital department to aware what is going on the training program.

- 2- Trainees training feedback form filled by trainees after completing the training. This will support the human capital department to get the necessary information regarding the provided training is meeting its objective.
- 3- Post training evaluation form filled by trainee's supervisor. This technique also helps the training and development practitioners to assess trainees post training performance improvements.

Finally, the interviewer asked to get the opinions of managers how do they select an employee for training and development training program and how do they decide what training is appropriate for a pacific staff member; consequently the researcher gets the following responses.

- Most of the time the selection is based on the employee potential focused and gap identification. Whereas, there is planned training obtained from the need assessment.
- With the intention of minimizing the gap (skills) that observed in job managers will select and decide the trainee and training topics. Additionally employees recommended to the program that needs the training the most.
- The decision would be made considering their daily tasks in order to manage the training time with operation.

#### **4.7.3. Reward and compensation**

The final selected practice for the study was reward and compensation. Consequently, the researcher interrogated three inquires to key informants.

Hence the first question was manager's opinion to explain the procedure in respect to reward and compensate employees.

- The human capital department has policy that incorporated reward and compensation scheme procedure. Initially, the procedure stated that rewards and compensation are based on the job grade of position. Job evaluation is also arranged considering the job evaluation criterion. Afterwards, the company has annual salary increment after the annual budget year report of company profit. Basing the company profit there is explained incremental scale procedure. Employees who considered for the increment is good performer that scored

meeting and exceed expectation on their annual performance appraisal result. Employees who scored below average will not be considered for annual salary increment. On the other hand salary increment made if promotion and transfer are existed.

- In exceptional way, at the end of the budget year managers will get a request form HC department if they have recommendation of uniquely high performance achiever throughout the specified period with the intention of looking employees for reward reflection. In this regard the HC department will review the recommendation along with the selected committee and made reward decision.

The second interview question on reward and compensation was how managers view financial and non-financial rewards procedure implementation at PLT and the how the procedure is effectively implemented.

- Yes, the procedures are implemented in a way that backups the financial and non-financial rewards. Out achievers will get a position upgrade based on their performance and capabilities. While we came to the effectiveness of implementation, the procedure shall improve by arranging more benefit packages by assessing the industry to remain competitive.
- Dissatisfaction levels of employees are observer by the manager in regard of the company reward and compensation system. This might lead employees to look for another company that satisfy their need in terms of reward and compensation.
- Recognition of employees is the most skipped stage of reward and compensation in the company.

The final question, were how effective are the reward and compensation system in meeting company objective. Accordingly, managers give their opinion to the researcher as follows;

- It is semi-effective, considering the system covers a small portion of the staff members in its rewards. Leading most of the staff members not feel included and might hinder the company's retention of its employees.
- In meeting of company objective, advanced reward and compensation procedure and policy must be equipped. Managers assumed that company

objective will be achieved if employees are motivated by the company reward and compensation system.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

#### 5.1. Introduction

This chapter discusses on the results obtained from data analysis and presentation chapter. It also summarizes, concludes and gives the recommendations to improve the effectiveness of selected human resource management practices.

#### 5.2. Summary of findings

The general objective of the study was to explore the effectiveness of selected human resource management practices at Pave Logistics and trading plc. Thus, from the study, the following particular findings were observed.

1. The respondent's perception towards job responsibilities and job descriptions has clearly defined, most of respondents have observed that there are job responsibilities in effective level were detected with a mean value of 3.44. As shown on table 4.3, designated employees and managers have replies that PLT has a high effectiveness in equal opportunities for all potential candidates with a mean value of 4.12. Additionally in support of this fairness and transparency of recruitment and selection process has high level of effectiveness with a mean value of 3.94. Respondents confirmed that when vacancy occurs, existing employees are giving more attention with a mean value of 3.70.
2. More weight is given for external source of recruitment and selection process with a mean value of 3.50 while less concern for internal recruitment and selection with a mean value of 2.82. In terms of external recruitment bringing out more desirable employees than internal recruiting moderate level of effectiveness have been recorded with a mean value of 3.18.
3. The human capital department provides an adequate pool of quality applicants, majority of respondents have confirmed a high level of effectiveness with a mean value of 3.70 while referring to the source of recruitment internet and newspaper announcement is the main source of recruitment. The analysis also showed that

majority of respondents agreed employee referral is the best recruitment method in order to hire competent employee with a mean value of 3.73.

4. Selection tests administered to fill vacancies are related with job in effective way with a mean value of 3.68, furthermore managers have responds analytical skill and communication skill exam execute through written exam while job related exam perform over and done with interview exam. In terms of the selection eligibility criterion PLT is a quite rigid with a mean value of 3.60 in support of this key informants they were argued that human capital department selected candidates with academic back ground, relevant work experience, written and interview exam as well as communication has been sated as a selection criterion.
5. The finding of the research indicates that in placing of the right person in the right job in PLT shows effectively practiced with a mean value of 3.74. This opinion also supported by managers that human capital department deployed well qualified person to the demanded position. Moreover, in having effective recruitment and selection practice 4.00 of mean value have been obtained from the data. This indicates high level of effectiveness in recruitment and selection were observed. Whereas there is some variation among the recruitment and selection practice aggregate mean score of 3.644.
6. As shown in table 4.3 even though PLT is providing extensive training program to improve existing staff's skills and knowledge with a mean value of 3.48, employees are moderately aware of the present well-designed training policy with a mean value of 2.91. In regard of the resource used in the training program, effectiveness is obtained from the result at 3.53 mean values. In respect of matching the training with the trainee job, effectiveness is revealed with a mean value of 3.55. In addition, a mean value of 3.71 was resulted to confirm the effectiveness of the content and methodology used in the training program is relevant in terms of changing needs of trainee jobs and business. These result infers that provided training are meeting its goals besides managers support the idea by expressing the provided trainings have a positive impact on helping employees to develop their carrier.

7. Even though managers have revealed that there is a post training evaluation procedure and practice in PLT, respondents expressed at a mean value of 3.14 that trainers are moderately evaluated after taking training. In connection with training selection decision, a mean value of 3.30 showed that proper need assessments are applied moderately. On the other hand managers have reacted that there is a need assessment procedure in training policy. Similarly, most training decisions are made through need assessment process and performance gap analysis undertaking with heads and managers to arrange a suitable training program. Whereas, with a mean value of 3.38 respondents have reached in confident level that there is existing department in PLT that follows training and development program.
8. As shown in table 4.3 PLT provides formal training to promote skills, to new and existing employees, with respect to this grounds PLT effectively providing the training to its staffs anticipating skill improvements with a mean value of 3.70. Concerning the induction program for newly hired employees PLT effectively applies training and development program with a mean value 3.73. The research also obtained that with a high level mean value of 3.89 training will makes employee to work better with job satisfaction. Generally training and development program effective operation is shown with the mean value of 3.73. Whereas, an aggregate mean value of 3.47 infers that PLT training program is effective in a medium level. As a result there are gaps that the human capital department needs to progress for superior achievement.
9. As detected from the data, making a decision of reward and compensation fails on executive managements with a moderate level of 3.06 this statement infers a prejudiced decision were note made solely. Despite the fact the managers responds that PLT made reward and compensation decision following the company policy. However, the compensation and reward schemes provided by PLT are moderately sufficient with a mean value of 2.73. While we came to employees satisfaction level on salary and other benefits earned currently, respondents have implicates that moderately satisfied with a mean value of 2.71. Moreover, employees are not satisfied with the pay increment offered by the

company with a mean value of 2.68. From the above results we infer that employees are not satisfied with the reward and compensation structure and more PLT is not effective on reward and compensation practice.

10. A medium mean value of 3.50 implies that the focus of compensation and reward is to attract and retain employees in the organization, this indicate retention level in PLT is in question. In following the policy of matching pay with performance a mean value of 3.48 shows an effective level although in comparing to linking rewards to employee performance shows a moderate level of strictness with a mean value of 3.06. Accordingly, annual financial bonus is given to individuals as per their performance in a moderate level. On the other hand reward and incentive are fairly distributed to employee with a mean value of 3.21. In overall mean value reward and compensation practice shows that 3.05 this implies that the practice should be highly considered or discussed.

### **5.3. Conclusion**

This research was mainly conducted to examine the effectiveness of selected human resource management practices in pave logistics and trading PLC. The research was supported with previous evidences and the following conclusions were made:

HRM practices are broadly acknowledged as a key element that contributes to organizational success and performance. Whereas, having human capitals does not necessarily lead to firm's success as poor human resource management practice impact employee's perception towards job satisfaction and organizational commitment. Therefore, logistics companies are keen to attract talents in order to achieve their objectives; In the meantime, PLT is expected to effectively implement recruitment and selection practice for the achievement of its goals.

In placing of the right person at the right job is effected through recruitment and selection process. Grounding the policy of recruitment and selection PLT provide pool of candidates in order to fill the vacant position besides the policy and procedure PLT is exceeding moderate level of effectiveness in placing of the right person at the right job. While giving more emphasis for external source have observed. Even though, clearly defined job responsibilities and job description to each individual is observed in moderate level, some gaps are noticed.

Fairness in the process of recruitment and selection also observed in PLT, the procedure accomplishes transparently, selection criteria also have a positive result on its eligibility of criteria standard. Therefore, According to the discussion, the researcher infers that recruitment and selection is effectively practiced in PLT while some improvement areas are obligatory.

Training helps to improve an organization's effectiveness through developing skills, providing information. Moreover, Training positively associated to influence employee retention and reducing turnover. In PLT the training regarded as creating employees job satisfaction and do their job better. Moreover induction training program is well implemented in order to make new comers familiar with the logistics sector. On the job training and Outsource training are well provided to employees.

Whereas PLT provides training to improve skills of existing and newly hired employees its effectiveness are showed in medium level. From the analysis PLT needs to improve its training and development practice those areas are; sharing well design training policy to its employee, applying proper training need assessment, and evaluating trainees after training program, giving more attention to training and development.

Reward and compensation improve employee performance, motivation, job satisfaction, retention and attract highly skilled talents. The study observed that PLT has reward and compensation policy, incorporates financial and non-financial reward the effectiveness is in question.

From the analysis contingent base system is not well practiced, employees are not accepting the performance based compensation system as well as fair distribution of reward and incentives. In general reward and compensation practice have moderate level of effectiveness and employees are not satisfied with the reward and compensation they obtain from PLT. As a result PLT is facing a problem to compete with other companies and especially unlike sector benefit package offers.

#### **5.4. Recommendation**

Referring to the finding and major conclusions, the researcher has forwarded the following recommendations.

1. As PLT is primarily looking candidates from external source, undertaking market assessment is recommended to view for what potentials are available. Moreover human capital department shall have a scouting team that has the design and strategy to check on form high potential that will develop the company. External recruitment is giving more emphasis than internal source; in order to get pool of qualified candidates creating industry linkage with universities as well as expanding its external source or recruitment is recommended.
2. Despite the fact PLT is providing training program, human capital department shall communicate well-designed training and development policy. Training need assessment process shall improve by analyzing performance gap and identifying needs also procedure must be implement effectively. Exhaustively PTL is recommended to implement post training evaluation with the intention of observing the trainees reaction, learning, behavior and result.
3. Paying attention to the training and development program by PLT managements, whereas there is budget allocated by the top management T&D practice need to be carried out win order to achieve training and development program objectives.
4. It is recommended to pay attention for reward and compensation practice by PLT managements in order to retain existing employee and attract external sources. The existing reward and compensation policy also recommended to review and revised for the purpose of delivering effective practice and aiming to employee satisfaction. It is suggested to link pay rate with the performance of individuals and contingent base system shall be effectively applied and improvement should confirm. Considering financial capacity of the company revising the pay scale and incentive with the market and bringing competitive benefit package for the company is recommended in order to decrease the dissatisfaction of its staff. Recognition of employees shall perform effectively with the intention of employee retention as well as creating competent staffs.

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# **APPENDIX**

**Addis Ababa University School of Commerce**

**MA Program in Human Resource Management**

APPENDIX 1: Questionnaire for Employees

Dear respondent

I am requesting you to fill this questionnaire, which is aimed at collecting data on the effectiveness of selected human resource management practices at Pave logistics and Trading PLC. Your opinions on the effectiveness of the HRM Practice at PLT, are important to the business and also to the success of HR service delivery. The information gained in this survey will be used for research purposes and to guide us in developing strategies for corrective action.

Please participate in this survey and answer all questions honestly and objectively You have been selected to be one of the respondents in this study. The information provided will be treated with strict confidentiality and shall not be used for any other purpose except for academic purposes. Thank you very much for your cooperation.

Thank you!

**Respondents' background information (please tick your most right choice).**

1. Gender of respondent

1. Male  2. Female

2. Education level

1. Certificate Holder  2. Diploma   
3. Degree  4. Master's degree   
5. Others specify.....

3. Age of respondents

1. 18-21  2. 21-25  3. 25-30  4. 31-35

4. What is your marital status?

1. Married  2. Unmarried

5. How many years have you worked at PLT?

1. 1-2  2. 3-5  3. 6-10

6. Under which department are you working?

1. Operation  6. HRM   
2. Data Administration  7. Transport   
3. Finance  8. Packing & Moving   
4. Marketing  9. IT

7. Employee position in the Organization

1. Management group   
2. Middle Manager   
3. Normal Staff

## SECTION A: Human Resource Management Practice

Please express how far these practices are implemented effectively in your organization by indicating your level of agreement/ disagreement on a five-point scale.

1. Strongly disagree 2. Disagree 3. Not sure 4. Agree 5. Strongly Agree

S.n	Statement	Rating				
		1	2	3	4	5
	<b>Recruitment and Selection Practice</b>					
1	PLT places the right person in the right job					
2	PLT has clear internal Policies and procedure on recruitment and selection of employees					
3	Recruitment and selection process of PLT is quite rigid in terms of eligibility criteria					
4	The recruitment and selection process in PLT are fair and transparent					
5	When vacancies occur, existing employees are considered					
6	External recruiting brings out more desirable employees than internal recruiting.					
7	Job responsibilities and job description are clearly defined					
8	The recruitment process of PLT focuses more internally					
9	PLT has equal opportunities for all potential candidate					
10	The recruitment process of PLT focuses more externally					
11	Selection tests administered to fill vacancies are related with the job					
12	HR provide an adequate pool of quality applicants					
13	Job hiring through employee referral is the best recruitment method for PLT					
14	PLT has effective recruitment and selection practice					
<b>Training and Development practice</b>						
15	Extensive training programs are provided for employees at PLT.					
16	There is well designed and widely shared training policy at PLT.					
17	The resource used the training program is satisfactory					
18	Selection for training is based on a proper need assessment					
19	There is a department assigned to follow up training and development program in PLT					
20	Top management give due attention for training and development programs for employees in PLT					

21	PLT provides formal training to promote skills to new hires as well as to promoted or existing employees.					
22	Available training matches with my job.					
23	I was evaluated after taking each training program					
24	The contents and methodology used in the training program are always relevant to the changing needs of our jobs and our business					
25	PLT carries out an induction program for every new employee to give them appropriate knowledge					
26	The training Process at PLT affect normal working hour					
27	Training makes me to work better with job satisfaction					
28	The overall training and development programs at PLT are effective					
<b>Reward and Compensation System</b>						
29	PLT Executive management makes a reward and compensation decision					
30	The focus of compensation and reward is to attract, and retain employees in the organization					
31	The reward and compensation schemes provided by PLT are sufficient					
32	I am satisfied with the current salary and other benefits I earn in PLT					
33	Pay increments offered by PLT are satisfactory					
34	PLT follows the policy of matching pay with performance.					
35	Rewards and incentives are fairly distributed in our organization.					
36	Rewards in our organization are strictly linked to employee performance					
37	I am given an annual financial bonus based on the individual performance of the year.					

### Section III : Interview Guide

KII Interview with Managers, Human Resource Management Department Heads, and Department Heads at PLT.

***i. Recruitment and selection***

1. In your own opinion, please explain the recruitment and selection policy of employees at PLT?

3. In your own opinion, do you think the recruitment procedure at PLT is effective?

Yes  No

If your answer to question 2 above is no, please explain:

4. What are the major barriers which hinder the effectiveness of the recruitment and selection of candidate at PLT? And what are your recommendations concerning the improvement of the recruitment process at PLT?

5. Does the Human Resource Management Department have a significant influence on the recruitment and selection decision?

6. Do you think that the HRM department has enough capacity to discharge its function of recruitment and selection effectively?

7. What selection criteria are mostly considered for the selection of employees?

***ii. Training and Development***

1. Please describe training and development needs assessment procedures? Is it implemented effectively?

2. What kind of training provided by PLT? Are they effective in meeting the desired goal?

3. How do you select an employee for training and development program? How do you decide what training is appropriate for a specific staff member?

***iii. Reward and Compensation***

1. In your own opinion, please explain procedures to reward and compensate employees?

2. In your own view, how do financial & non-financial rewards procedure implement at PLT? Are they effectively implemented?

3. How effective are the reward and compensation system in meeting company objective?