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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

THE EFFECTS OF HUMAN RESOURCE MANAGEMENT PRACTICES ON
EMPLOYEES' JOB SATISFACTION:

(THE CASE OF YEKA SUB-CITY ADMINISTRATION IN SELECTED WEREDAS)

BY

ABAYNEH YIFRU MENGESHSA

JUNE, 2021
ADDIS ABABA, ETHIOPIA

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FULFILLMENT OF THE REQUIREMENTS FOR THE MASTERS OF
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JUNE, 2021
ADDIS ABABA, ETHIOPIA

DECLARATION

I, the undersigned, certify that this thesis, titled "The Effects of Human Resource Management Practices on Employee Job Satisfaction in Yeka Sub-city Administration in Selected Weredas," is my work, and has not been presented by anyone else; and that all of the sources used in this analysis have been properly acknowledged. My advisor has approved this thesis for submission to the Faculty of Business and Economics for review.

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CERTIFICATE

This is to confirm that Abayneh Yifru Mengesha, a student of Addis Ababa University's Faculty of Business and Economics' Masters of Business Administration in Management program, has been working on this thesis under my supervision and instruction. His thesis, titled "The Effect of Human Resource Management Practices on Employees' Job Satisfaction in Yeka Sub-city Administration in Selected Weredas," is his real and unique work, which he has recently submitted.

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This is to indorse that Abayneh Yifru Mengesha's thesis, titled "The Effect of Human Resources Management Practice on Employees' Job Satisfaction in Yeka Sub-city Administration in Selected Weredas," is forwarded for the partial completion of degree of Masters of Business Administration in Management and that it fulfills with the University rules and procedures in terms of originality and accuracy.

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ACRONYMS AND ABBREVIATIONS

HR	Human Resource
HRM	Human Resource Management
HRMP	Human Resource Management Practices
HRP	Human Resource Planning
HRD	Human Resource Development
TD	Training and Development
PA	Performance Appraisal
WE	Working Environment
EPD	Employees' Participation in Decision Making
EJS	Employees' Job Satisfaction
COVID-19	Corona Virus (corona pandemic disease)

ABSTRACT

The study was carried out to comprehend the effect of practices of HRM namely human resource planning, training and development, performance appraisal, working environment, and employees' participation in decision making on employees of three selected weredas of yeka sub-city administration. The study made use of a mixed research approach more of a quantitative one and made use of both primary and secondary data. From various articles and books relevant to the study secondary data was collected. Primary data from 15 offices of 244 sample size public civil servants of the three randomly selected weredas such as wereda 04 (four), 07 (seven) and 09 (nine) 79, 80 and 85 questionnaires respectively were assigned proportionally to the population of each wereda. Closed-ended a five-point Likert scale structured questionnaire survey was used to collect primary data. Because of the corona pandemic disease (COVID-19), all employees were not voluntarily providing an answer for the questionnaires. As a result, convenience sampling was employed to choose a sample from the target population. Questionnaires were analyzed through quantitative descriptive statistical tools such as mean, percentage, and standard deviation. Regression and correlation analysis were utilized to analyze the association between dependent and independent variables using the SPSS 26 computer software statistic tool. The findings of the investigation were presented using tables, interpreted, and discussed using qualitative narrations. Conclusions of the research pointed out that there was an overall effect of HRM practice on employee job satisfaction at weredas of yeka sub-city administration. Findings reveal that the weredas of yeka sub-city administration should implement sector-specific, employee-focused, constructive, and growth-oriented HRM practices that are appealing, comfortable, and participatory. The HRM practices such as training and development, performance appraisal, employee participation, and working environment have positive and significant effects whereas; human resource planning has a positive but insignificant effect on employee job satisfaction of the weredas of yeka sub-city administration. Therefore, the researcher recommends that the weredas should concentrate on improving quality of working environment and weredas should vigorously take up the matter with yeka sub-city and city government public civil services bureau. The human resource management practices of weredas of yeka sub-city administration should get greatest emphasis.

Key words: HRM, HRM practices, Employees' job satisfaction

CHAPTER ONE: INTRODUCTION

1.1. Introduction

This chapter contained an overview of the research background, problems in consideration, objectives, questions, hypothesis, significance, scope, limitations, and organizations of the research. These main points would be briefly arranged according to the study questions.

1.2. Background of the study and Organization

As Silvestro (2002), proper activities of human management are essential for employees' satisfaction. The relationship between effective HRM activities and positive employee attitudes, such as employee happiness, engagement, and productivity, has been thoroughly examined. He also mentioned that when workers are viewed as valued assets in an organization, their dedication, and loyalty increase, resulting in higher performance and better services.

For many years the developed countries are concerned with conducting researches on the influence of activities of HRM on job satisfaction (Huselid 1995; Katou & Budhwar 2007; Delaney & Huselid 1996; Petrescu & Simmons 2008). The study of Wahidha Begum et al., (2016) is also consistent with this fact and elaborated that many types of research are conducted to manipulate the job pleasure of employees on HRM practices in the developed countries. According to the above- mentioned researchers, much research has been done on this topic in developing countries.

It has been observed that the research conducted was not in the government sector it was in the private sector. And also, scarcely has there been researched conducted in a governmental services sector. Healthy administrative policies, compatible HR activities, as well as the fulfillment of the desire of employees, are highly essential to draw by the moral new competent workforce and to keep the existing endowed personnel (Ahmad & Schroeder 2003; Khare 2012; Mohamood 2004; Mizan et al., 2013). In addition, the study of Boselie & Wiele (2002) revealed that human asset in the service organization is more crucial than manufacturing organization and the people management issue needs improvement in this sector. To create and build an efficient workforce public service organizations should focus on better and proper practices of HR. It is also true for a public civil service organization like yeka sub-city administration weredas.

Boxall & Steenveld (1999) described that the planning of human resources is essential for establishing and forecasting a workforce with the appropriate skills and knowledge required attaining organizational goals. Rahman (2014) concluded that suitable training and development system needs to be designed with all HRM practices to increase morale and to improve employee's motivation and satisfaction on the job. Wahjono et al., (2016) stated that performance appraisal helps to measure the accuracy of employee's job performance and will enable us to set up performance on job and set clear direction for reward in the organization. Employee job satisfaction is improved by using a good appraisal method or process. Advani (2015) described that employees' satisfaction is greatly affected by employee's participation in the decision. It strengthens the organization's working climate and cooperative community. Employees and employers ensure communication pathways to create an attractive working environment through participative management style and enhance employees' job pleasure.

As Ethiopia is a developing country, the impact of HRM practices on employee satisfaction should be studied and the problem addressed, according to a recent study by Ijigu (2015), Terefe (2016) and Yehuala (2016). Therefore, the researcher selected the five HRM practices based on his experience, the outcomes of the past studies on these issues, the wereda leaders viewed in the implementation of HRM practices and taking into account time, finance and scope as constraints for this study. Thus, the study tries to assess the influence of five selected HRM activities (human resource planning, training and development, performance appraisal, working environment and employee participation in decision making) on the job satisfaction of employees of yeka sub-city administration at Addis Ababa in some selected weredas.

1.3. Statement of the Problem

Ijigu (2015) explained that the research conducted was in the employees' job-related outcomes but on the job pleasure of employees on HRM practices was little. He also noted that the conducted research was not comprehensive. Furthermore, in Ethiopia, there are a large number of employees in the public organization but the majority of them are unsure about their work satisfaction and finding research materials that discuss this issue in public organizations is difficult. Understanding employee job satisfaction allows organizations to improve the efficiency of their service delivery while also pleasing personnel. Besides that, Muhammad Javed et al., (2012), in government public service organizations, employee numbers are fluctuating, and some

employees are looking to other competitive organizations, particularly private enterprises, for better HRM practices, better working conditions, and a positive work environment. Government organizations are squandering resources by focusing on ineffective HR practices in the pursuit of employee job satisfaction.

HRM is an incredibly vital activity for managers, according to Mudor et al., (2011), because human resources have certain qualities that make them valuable. Employees who are satisfied with their jobs are more likely to stay longer in their jobs, as turnover costs the organization or firm money. According to the aforementioned literature evaluations, government civil service organizations must modify their attitudes regarding HRM practices and begin to perceive human resources as a valued asset in which intellectual understanding, especial abilities, and capabilities are valuable sources of benefits. Kim & Han (2013) concluded that not easy to make better the services of the organization until the employees' satisfaction is well-defined.

In addition, Yehuala (2016) described that Ethiopian public service organizations are not well-established and considered inefficient in developing services. It is a western administrative style and irrelevant and it is time-consuming, costly, incompetent, non-responsive, and non-dynamic. It affects the employee's job contentment. The research conducted on different sectors of civil service in this issue is not large in number and not sufficiently available yet. Knowing how satisfied employees are aids organizations in streamlining service delivery and satisfies employees. In Ethiopia, studies of job satisfaction are not frequently occurring and it looks small in several publications on it. Moreover, their appearance in different sectors of civil service is not sufficiently usable yet.

Each public civil service delivery weredas of Yeka sub-city should implement proper HRM practices to be a source of satisfaction and then employees willing to detain longer in their organizations. Satisfaction on the job will reduce the practices of absentee and upset intentions of public servants. Thus, this study would be a modest contribution to the potential attempt made to fill this gap in the literature of the public civil service sector and propose a solution on the practices of HRM of Yeka sub-city administration weredas.

1.4. Research questions

The following basic questions would be answered by this research.

1. Do practices of HRM affect the public civil servants' job satisfaction of the weredas of Yeka sub-city administration?
2. In what ways do the HRM practices affect the public civil servants' job satisfaction of weredas of Yeka sub-city administration?
3. Which human resource management practices have an impact on employee job satisfaction of weredas of Yeka sub-city administration?

1.5. Research hypothesis

This section contains a hypothesis that guides the focus concerning the objectives this research intended to attain. Therefore, the study would be guided by the following research hypotheses.

H₁: Human resource planning has a positive and significant impact on employee job satisfaction.

H₂: Employee job satisfaction is influenced by training and development in a positive and significant way.

H₃: Performance appraisal has a positive and significant effect on employees' job satisfaction.

H₄: Working Environment is positively and significantly related to employees' job satisfaction.

H₅: Employee Participation in decision-making has a positive and significant effect on employees' job satisfaction.

H₆: HRM practices have a positive and significant combined effect on employee job satisfaction.

1.6. Objective of the Study

1.6.1. General Objective

The study fills the existing research gap and seeks the practices of human resource management and their association with the feelings of employees on the job in the context of weredas of yeka sub-city administration at Addis Ababa.

1.6.2. Specific Objectives

To achieve the study's objectives, the following specific objectives were considered.

1. To look through the connection between certain HRM activities and job satisfaction among Yeka Sub-City Administration employees in Addis Ababa's various weredas.
2. To investigate the effect of HRM activities on employee satisfaction with their jobs in a few selected weredas in Addis Ababa's yeka sub-city administration.
3. To evaluate the current status of some selected HRM practices of the yeka sub-city at Addis Ababa in some selected weredas.
4. To propose and recommend possible solutions regarding the pattern of selected HRM practices that encouraged employee job satisfaction of sub-city administration at Addis Ababa in some selected weredas.

1.7. Significance of the Study

This research anticipated the effect of a few selected practices of HRM on job satisfaction among public sector servants. Henceforward, this paper helps in showing the association of HRM practices and employee satisfaction with their jobs. It connected the knowledge gap and provides an advantage of government public civil service sector by recommending the proper enhancement of the practices for the improved employees' job satisfaction. Cities like Addis Ababa have serious HRM practices problems, especially inadequate handling and exercising HRM practices. As a result, employees' job satisfaction is the most serious cause of the good governance problem. So, studying this issue would help to identify some of the key constraints for improvement and to create a better service delivery in the public civil service.

Therefore, the finding of the research would have the following significance. It would help to design more sustainable and effective HRM practices in the public civil service sector. It would

also help especially for HRM teams working in the government public civil service sectors to be engaged in the HRM practices to increase employees' job satisfaction. It initiated other researchers for further and/or an in-depth study on the HRM practices problems to improve and provide better service, in the future, at Addis Ababa city in general and yeka Sub-city in particular. The findings will aid the bureau of city administration's public civil service and human resource development, as well as other interested organizations, in determining how satisfied public civil servants in the Yeka sub-city were with their jobs and identifying major effects of HRM practices.

1.8. Delimitation of the study

To make the study more manageable, demarcations to the geographical area and the type of subjects (respondents) to be studied the issue to be analyzed and the breadth and depth regarding the topical scope had made to delimit from the standpoint of manageability.

The survey included a sample of public civil service employees having above twelve (12) months working experience in yeka sub-city administration of three selected weredas of 15 offices. Concerning the study subject, efforts should be made to cover all three of the selected weredas. Accordingly, data collection had been based on a sample survey to cover more relevant information regarding five (5) selected HRM practices that engaged in the public civil services such as human resource planning (HRP), training and development (TD), performance appraisal (PA), employee participations in decision making (EPD) and working environment (WE). These activities had important aspects on employees' perception of the job. These human resource activities have an important role compared to other HR activities. Hence, the major focus was given to these selected management practices.

1.9. Limitation of the study

Among the limitations that the researcher lames across undertaking the study, the following were eminent. Data had been gathered from public civil service employees operating only in three selected weredas of yeka sub-city administration at Addis Ababa; as a result, the findings of this study should not be applied to the entire public civil service of Ethiopia in general, and the city government of Addis Ababa in particular, as well as all weredas of the yeka sub-city administration. There was no sufficient and dependable data in the area. It was difficult to get

sufficient researched materials that addressed this topic in public civil services organizations for Ethiopia. Finance had a great contribution to the quality of any research. This factor had also been a constraint in the preparation of this paper. The Corona Virus (COVID-19) pandemic disease was among the constraints that hinder the research work for the researcher. Because of this pandemic disease data collection had been difficult.

1.10. Organization of the Study

A total of five chapters were included in the study. The study's introduction was addressed in the first chapter. In the second chapter, the information obtained from secondary data was combined and summarized. Theoretical and conceptual points related to the research topic were provided to make others have more understanding of the problems and gaps. In chapter three the approach, design, and methods of the research were briefly disclosed.

The fourth chapter was telling us about the analysis of descriptive and inferential statistics presentation and explanation of the study outcomes. The fifth chapter focused on the discussions of the main finding's summary, conclusions, and recommendations. Lastly, the references and appendices sections were attached.

CHAPTER TWO: RELATED LITERATURE REVIEW

2.1. Introduction

In this part, conceptual definitions of related points were briefly discussed. And also present an understandable explanation and concepts from various sources to support the research theoretically. The Practices were explained to make a clear distinction of elements that play main roles in HRM.

The process of the selected activities of HRM was discussed to present a logical framework and explained how the practices and issues influencing employees' job satisfaction. To make clear the concerns of this study secondary data from books, journal, and articles which were related to the study reviewed. Recent research was reviewed in the context to take an overview of how other researchers in the related study field evaluated. The research outlined a relevant study review of factors such as human resource planning, training and development, performance appraisal, and employee participation in decision-making and working environment. In addition, based on the relevant theoretical framework, a conceptual framework for this study was created.

2.2. Theoretical Literature Review

2.2.1. Human Resource Management's Conceptual Meanings (HRM)

Poole (1999) defines that HRM is strategic in its scope and regarded people as the main single asset and seeking to enhance organizational performance, employee needs, and social well-being. HRM is concerned as a general principle related to people management. It comprises a wide scope of focus and takes into the idea of increasing the total of human satisfaction at a variety of levels. In addition, Boyne (2003) discusses that all the tasks involved in ensuring careful use of the people inside the organization to meet goals and objectives. Cultivating effective work environments, fostering employing participation and the organization's success is the main process. And also, he argued that better control of people's attitudes by HRM activities is essential for public service change.

Moreover, HRM, according to Senyucel (2009), is concerned with people-centered activities that acknowledge employees as assets stuffed to showing and keeping accomplishing employers' objectives. It is the utilization of capacities, competence, and awareness of individuals. He

further elaborated that HRM is a broad area of managerial activities and tasks involved with developing and maintaining a qualified workforce that contributes to organizational effectiveness.

Furthermore, Rahma et al., (2013) it is essential that in most of today's organizations the functions of HRM have become quite important. Satisfied and efficient human resources are the challenges and business of any organization now a day. The performance of human management activities affects the growth, development, and expansion of the organizations and also the satisfaction of employees. To create a pleased, constructive and successful workforce, for any organization, proper HRM policies and practices are imperative.

2.2.2. Practices in Human Resource Management (HRM)

Goiuld-Williams and Davies (2005) classified HRMP as Hard and Soft. Hard practices are to promote, control, supervise, and constant monitoring. The employees are unlikely to ask questions, there is no delay of information, and the manager focuses on the achievements of his/her organization's goals. Soft practices include promoting employee trust, commitment, and affective ties with the organization. The manager permits the employees to consult and ask questions and there are two- ways of communication. It is the activities of an organization to maintain its goals. HRMPs are an essential tool to change employee attitude, behavior, and job satisfaction.

A study has consistently shown that organizations be accomplished their mission and goals if they give attention to the proper HRM practices (Price, 2004). Moreover, according to Balgovind (2007); Jena & Pradhan (2014) the practices of human resource activities create competitive advantages for employers through human resource is unique and not easy to copied by its competitors.

Properly designed HRM practices improve employees' knowledge, skills, abilities, and motivation. In the following section, the concept and definitions of HRM practices namely, human resource planning, training and development, performance evaluation (appraisal), employee involvement in decision-making, and the working environment are all discussed in detail.

2.2.2.1. Human Resource Planning Practices

Mondy & Noe (1990), noted that the purpose of developing to assess where the institution is, where it is going, and what implications these assessments have on future supplies and demands of the human resource. Therefore, attempts must be made to match the supplies and demands of human resources by making them compatible with the achievement of the institutions' future needs by using human resource planning.

The problems with the manpower raised from possible problems of HR planning can be endeavored by planning techniques that diminish waste in employing people, reduce unpredictable current manpower levels and future needs, and destroys errors in the staffing. Proper HR planning enables to eliminate worker and skills shortages, reduce the expenditure effecting of being over or under staffed, making good plans and shaping the maximum future employees' by hiring the right managers, technical specialists and have special ability employees in appropriate numbers (Bratton & Gold,2007).

In addition, Bhagul (2014) has been defined as the process that links the human capital needs to the organizations' strategic plan. This ensures the staff has sufficient understanding, awareness, competence, and qualification to achieve the organization's goals and overall mission. It's a very necessary managerial function of organizations for maintaining a competitive advantage in the constantly changing environment and it reduces employee turnover in the organization. Survival and growth are the main concerns of employers. Tasks and planning, he continued, ensure that the appropriate number and categories of staff are available at the appropriate time and place. Planning is the business of identifying particular individuals as possible succession for specific positions and suitable posts for a particular individual already working in the organization.

2.2.2.2. Training and Development Practices

Based on, Paul and Ananthraman (2003), training is very necessary for every employee to perform a particular job because the job required a particular skill, knowledge, and ability by which the job will be easier to perform and it is the benefit to the employee. It is the ways in offering learning experience and help employees more specific as results in increasing their satisfaction. According to Danvila Del Valle et al., (2009), training provides the skills; abilities, and knowledge needed from employees to execute his/her job successfully. Spending money,

time, and capacity on the employees can give trust to their future activities in the organizations and will exert more effort to do their best in their work in an effective way. Furthermore, Peter Drucker (1999) stated that practices training and development are important for both employers and employees so managers should as part of their main role to make their employees strong through consistent training and development. Miller (2006) training focuses on the current performance and progress of an employee whereas development is related to future performance and progress.

Armstrong (2001) further elaborated that as essential activities of organizations conducted to use their human resources effectively. It is planned adjustment or ordered procedure to change the behaviors of human resources through learning which occurs consequently facts, skills, ideas, and development. Moreover, Ahmed et al., (2017), employees' skills can be improved by job-related training and development opportunities. These make employees loyal and beneficial for the employers.

2.2.2.3. Performance Appraisal Practices

Brown and Heywood, (2005) suggested that it can help in higher productivity and enables the managers for decision making and it is as main practice in HRM. Conclusions from their study have shown that a systematic process in evaluating the employees after a certain period and can help in motivating the employee and will give a good impact on the feeling of an employee from their work job.

In addition, Abeysekera, (2007) described that it as a process by a person with the official tasks overseeing the work of employees mainly out brings once a year to assist employees to perceive their responsibilities, knowledge, skills, attitudes, and accomplishment. Performance appraisal is an activity of evaluating an employee's job accomplishment in an organized manner and delivering feedback as being the assessment of achievement can be done.

Wahidha Begum et al., (2016) stated that Performance Appraisal (Evaluation) is examining of employees' performance as applied to a collection of benchmarks that are intended to measure the accomplishment of a job. These concentrated on establishing, measuring, examining, and improving the achievement of employees. They also found that it is known as an important operation in the organization and helps for the advancement of the employees towards their job.

2.2.2.4. Employees' Participation in decision-making Practices

According to Lee, (2006), employees of local government agencies like their jobs more because they are active in the decision-making process. Lee's study explored that the benefits of participative management and HRM practices in organizations help to improve the satisfaction of employees. Moreover, Kim, (2002) suggested that in participative management systems employees participate in judgment and in problem-solving activities that participative management practices give chance for subordinates in knowledge-processing, judgment, or difficulty-solving endeavors.

In addition, Khalil Omar et al., (2013) defined employee participation as the involvement of employees in different functions of organizations. It is the participation of employees in a given system that helps managers in making a decision and can help in giving a motivated and loyal workforce.

2.2.2.5. Working Environment Practices

Sunyoto, (2012) defined a working environment as everything near the employee and that affects his/her duty, obligation, or liability allocated to him/ her. Moreover, Sulthana & Rao, (2020) stated that a working environment is a social place or surrounding conditions in which employee perform their job, this can be involved physical conditions like infrastructure, temperature, equipment, etc., and employees' social relationships with their colleagues, supervisors, and superiors. A healthy working environment will be free of all the problems at the workplace. A pleasant environment is an essential element in making people feel good for their activities to function and develop.

A summary from the above descriptions has shown that the implementation of proper HRM activities helps the organization achieve its goals and priorities. To use employees effectively and efficiently as well as to make the organization successful employees should improve their knowledge, skills, and behaviors through HRM. To increase employees' job satisfaction organizations should communicate their HRM policies to all Employees and also implement to manage changes in the field and benefits employees as well as organizations.

2.2.3. Employees' Job satisfaction

Studies consistently show that employees' job satisfaction is directly and significantly connected with their overall well-being. Locke et al., (1969) defined employees' job satisfaction as it is the pleasure of employees that results from one's job values. Moreover, they described it as the understanding of employee wants and perceptions it as offering from his/ her job. And also, depends on personal, social-culture, environmental, organizational policies and practices. Muhammad Masroor Alam (2009) stated that if the attitude is positive then it means maximum level and employee is motivated. Demotivated employees' have negative attitudes towards his/her job then the turnover rate will be high and if the morale and satisfaction level of employees is high then automatically decrease the turnover rate.

People et al.,(2011) discovered it to be successful HRM practices play a great role in job satisfaction by affecting the perceptions of employees and employee satisfaction gradually decreases the satisfaction of the customer. HRM practices influence significantly the contentment of employees and organizational commitment. In addition, khare (2012) defined it as the job pleasure of employees and determined by employee's perception of how much they happily own their job. The job-life of an employee, his/her performance, and existence in the job are due to his/her satisfaction with the job and this makes it very important. Moreover, Pradhan et al., (2019), concluded that organizations that have better practices of HRM arrived at their goals, satisfy their employees and Sustain employees, and improves the degree of job satisfaction.

2.2.4. Theories of HRM and Job satisfaction

2.2.4.1. Herzberg's two-factors Theory

It is the amendment of Maslow's need Hierarchy theory. Frederick Herzberg designed the two-factor theory in the year 1959. He conducted that job satisfiers (motivators) are allied to job capacity and that job dissatisfies are connected to the job environment. In this theory, the physiological and psychological needs of employees from organizations are respectively explained. The presence of hygiene and motivational factors is critical for motivating workers in organizations. Although the factors are not sourcing of permanent satisfaction their absence affects employees (leads to dissatisfaction) describing the physiological needs expected to fulfill.

Their absence will cause an employee to work less. On the other hand, the intrinsic (motivating) factors to work are inherent and yield positive contentment of the employees and motivate them for superior performance. Their presence will encourage an employee to work harder. The extrinsic (hygiene) factors do not “motivate/ satisfy” rather “prevent dissatisfaction”. This study employs the variables as the hygiene and motivational issue of employees symbolizing the physiological needs the employees wanted and expected to be fulfilled and psychological needs that were perceived as additional benefits.

2.2.4.2. Adam’s Equity Theory

In the 1960s J. Stacey Adam developed a theory suggesting that employees tend to compare the contributions and benefits they get based on a principle those people actions as motivations are guided by the reasonable distribution of materials at work. In another way, an employee declares the contributions he/she exercise into the job-related practices and the value he/she accepted because of his/her contributions and others employee contributions and the value they get. It entails determining the organization's equitable resource allocations. If employees aware that there are not fair employer resource distributions, the level of employees’ contentment is likely to smaller. Leaders, according to this definition, better understand the human aspect as important assets and treat them as individuals, resources, and assets to be developed and worked with, not as mechanically operating tools.

2.2.4.3. Goal-setting theory

Edwin Locke (1960) was the one who came up with the theory states that when the goals to be addressed are oriented, the level of aspiration of employees to perform better increased. Employees' jobs can be muddled due to the lack of clear and specific goals. Several studies have been developed that employee have a high degree of overall work satisfaction when organizations like goal setting achievement system (Green & Heywood (2008).

2.2.4.4. HRM Model

According to Kane, Crawford & Grant (1999), HRM has developed several models that show the association of HRM practices, the factors influencing the choice, and the organizational outcomes. In literature, there are two broad approaches to HRM. These are the “hard” and “soft”

approach. Under the “hard” approach, employees are considered similar to any other materials in an organization managed identically as other resources. There is one-way communication; employees are unlikely to ask questions, the manager only focuses on achieving the goals of the organization. By this approach, the achievement of HRM activities is determined by the monetary criteria, cost accounting, HRM's utility analysis, economic value-added, and return on investment are all important considerations.

On the other hand, the “soft” approach is concerned with the importance of taking into consideration multiple stakeholder interests. The managers permit employees to consult and ask questions. Employees are distinct from other services in the organization, and their importance must be considered (Price, 2007). In addition, Schuler & Jackson (2005), have confirmed that for a more thorough assessment of HRM efficacy, several stakeholders' needs must be met. Therefore, “soft” indicators are also used, such as an agreement to do something, fulfillment of need, an appointment to perform, the facts of knowing about something, etc.

2.2.4.4.1. Harvard HRM Model

Beer et al., (1984) developed the Harvard HRM model. This model concentrated on the “soft” view of HRM and serves as an action plan for administrators to follow their employees. The main elements of employees that are affected by both psychological and physiological factors such as harmonious, adequate, and operative cost and also concurrent components such as “HRM Policy”, “HRM Outcomes” and “Long Term Consequences” have been described very well in their model. The focus of this model is “Soft” HRM where the human capital is treated as humans and not just tools to produce. Factors like managers’ roles, top management, line management, and stakeholders’ interests constructed this model.

2.3. Empirical Literature Review

2.3.1. HRM Practices in Ethiopian public Sector

Kacho et al., (2016) stated that the change of civil service program in Ethiopia made after the year 1991 is to modernize the human capital of the country to develop an effective and efficient civil service. The rationale behind this is to retain competent effective and efficient, innovative civil servants acquainted with the desired standards of knowledge, skill, and attitude to serve the

public interests ethically. In addition, Adebabay (2011) some of the foundations of Ethiopia's HRM reform initiatives include successful HR functions, thriving ethical values, and civil service transparency. Moreover, Ijigu, (2015) study revealed that the practices of HRM are positively associated with employees' job contentment. Effective activities of operational functions of management practices lead to job satisfaction. In his research, he advised that future researchers look at whether HRM practices affect employee satisfaction.

Even though human resources are scarce, Terefe (2016) noted that the core area for the implementation of policy proposals from concept to practice, weredas faced different problems to HRM. Employee recruitment, retention, and capacity building issue begin to be genuine problems (challenges) to various amendments and development ideas to be realized in the weredas. Almost all weredas have no favorable working environment. Except wereda 10 the office buildings could not have space to two-third of their employees when divided among the sectorial office present. The perception, wereda is simply 'another name of previous Qabele' the old recall appears stagnant and not easily forgotten fragment of an executable file in most weredas affecting public participation. He also found that the existing wereda organizations entrust with high duties and responsibilities than earlier to serve their residents. But the human, material, and working environment occurring are not established to aim their goals. Furthermore, their grim determination and perceptions enable difficult them to provide services to their residents and also affects the degree of popular participation.

Governments in developed countries face difficult challenges in improving public sector productivity. Having pleasure employees with their jobs is a great concern for public managers. Employees are also motivated on their contentment with jobs bringing to make their decisions on acquiring better opportunity in their work. Government employees' satisfaction is positively affecting their productivity and is always a reason for raised turnover. Employees in a favorable environment believe that they have secured a job and have a higher perception of their job. Researching employees' satisfaction in a workplace is worthy because a great value of one's pleasure on the job is considered as connected to a higher degree of one's accomplishment and efficiency (Yehuala, 2016).

Although the public sector system is in a big change Transparency International 2020 report revealed that Ethiopia is still facing challenges to bring about the employees' satisfaction in the

country. The international anti- corruption watchdog, Transparency International, ranked countries' corruption index, and Ethiopia's score for the year 2020 is close to zero and placed 94th (out of 180 countries) with a total score of 38% total score. From the score of the index, one can note that Ethiopia is still among very much corrupted once. The above fact leads to the question "Does practices of human resource activities cause employees' job satisfaction? And in what ways does affect employees' job satisfaction?" Therefore, this research examines the answer to these questions in yeka sub-city at Addis Ababa in some selected districts.

2.3.2. Outcomes of the previous study

HRM practices positively affect organizational fairness, workforce satisfaction, and organizational commitment. It can help to decrease absenteeism or turnover and behavior problems (Edgar & Geare, 2005). M. C. Lo. et al., (2010) found that Poor practices of human-related management result in poor services and cause inefficiency and ineffectiveness. Poor HRM practices bring about an unhappy and unsatisfied workforce. Managers like these organizations should solve these problems and boost commitment such as enhancing employer and employees' mutual understanding of experiences.

Pieningel et al., (2013) proved that firms select a variety of HRP practices, namely progress to give ideas, coaching or help, appropriate job design, productive performance evaluation system, and development programs to successful employees. The implementation of practices makes employees feel they are helped and committed and in response trusted by the organization, which always directing to job satisfaction. Kashif et al., (2015) noted that human resource planning activities have an effect on employee satisfaction and the two have a clear and meaningful relationship. Mir Mohammed Nurul Absar et al., (2010) found that HRM activities such as training, development and human resource planning have significantly and positively associated with job satisfaction. Training and development have the greatest impact on job satisfaction.

Paposa & Kumar (2019) found that they positively influence the job contentment of employees. When they are properly designed and planned significantly influence job satisfaction. Md Shamimul Islam et al., (2018) indicated that employees' job satisfaction is positively and significantly affected by HRM functions such as work-life, training, and development. And they

recommended that to make sure on satisfaction and the same time to increase employee's commitment and performance organizations should focus significantly on HRM practices.

HRM practices such as performance appraisal, taking part in decision making, training and development significantly influence employee satisfaction. Performance appraisals and employee participation in decision-making have a high positive impact, but training and development have a significant impact on employees' employment contentment (Ray & Ray, 2011). According to Ganapathy (2017), HRM practices determine growth opportunities, proper distribution of work, and pleasant relationships between employee and employer. Good HRM practices help organizations to create a better organizational climate. The correlation analysis of his study showed that performance appraisal is moderately and positively associated with employee's employment contentment.

The study of Khalil Omar et al.,(2013), showed that the performance appraisals have a significant relationship and positively influence the contentment of employees on the job in government hospitals but it is not for training and employee participation. Ahmed et al., (2017) also found that employee happiness rises as a result of better prospects for them. Agyare et al.,(2016) found fair and unbiased, growth and development-oriented and performance-based appraisal system satisfies employees. This enhances the commitment to participate in support of training needs and to make the appraisal system unbiased. They recommended that organizations stick to link the performance appraisal to the reward system in relation to salaries, training and promotion progress influence employees' job-related perception of employees. Workers who are described to be in wish of training obliged consequently provided with training. Performance appraisals have an impact on job contentment of employees. So, organizations should encourage the employee's participation and make employers more communicative with staff members. Naji et al., (2015) suggested that performance appraisal is planned to increase the satisfaction of employees' in the success of employer's objectives. If the appraisal is unfair and not transparent, the appraisers and appraises are not satisfied. In reality, sometimes it is not fair to obtain the desired objectives. The perception of equitable helps the success appraisal system. A whole performance appraisal process, feedback, evaluation of perceived quality, justice and fairness affects the employees' satisfaction (Greenberg, 1986). Further over, Brown et al., (2010) in their studies identified that there is a connection between performance evaluations and measures

(clarity, communication, trust and fairness) and job satisfaction. They showed the lowest levels of confidence in their boss, as well as weak communication, a lack of clarification about goals, and a perception of a less equitable performance assessment process, all of which led to lower job satisfaction and involvement.

Kampkötter (2014) found that a formal performance appraisal system has a major and positive impact on employee work satisfaction. The performance appraisal without any monetary consequence intervals is essentially less satisfied and observed as not useful or not essential because the evaluation and feedback are not connected to clear actions (explicit) which in response, force to reduce the employees' job satisfaction. And he concluded that a good HR management method is the product of a monetary performance assessment that is well-liked by employees. Employee work satisfaction is unaffected by appraisals that do not follow monetary value, and they are correlated with unfavorable outcomes for workers that score high on accommodating to experience. These findings are consistent with the previous one of performance-related pay and overall job satisfaction.

Mohsen & Sharif (2020) found that employee participation is positively and highly correlated with the feeling of employees on the job. Participative management styles enhance the contentment of employees with high levels. Employee participation, organizational structure, leader attitudes, and the workplace all have a significant impact on employee participation in decision-making and, as a result, on job satisfaction. Moreover, Newstrom & Davis (2004), it should be remembered that participative management allows employees to express themselves about the organization's goals. Participation of employees increases the amount and quality of the output of an organization. Furthermore, Advani (2015) depicted that employee participation is critical for involving workers in decision-making authority, work coordination, and group work, both of which have an impact on job satisfaction. Appelbaum et al., (2013) suggested that the involvement of employees in decision-making activities endeavor performance and trust to their job. Employee confidence in management is the most important factor in determining whether or not they participate in decision-making. Employee engagement in decision-making increases their motivation as well as their belief in and trust in their employer. Factors like efforts, satisfaction, and commitment of employees to job assist credible relationship between employee and manager. Employee dissatisfaction is a product of poor employee involvement in

decision-making. In addition, Bhatti & Qureshi (2007) found that improved employee participation will increase employee job satisfaction, commitment, and productivity.

The relationship between one's job satisfaction and the working environment in an organization is reported to be positive. Moreover, employees who commute short distances are believed to have greater job satisfaction than those who travel long distances (Gazioğlu & Tansel, (2002). In addition, Nihat Kaya *et al.*, (2010), the study revealed that not only HRM practices but the organizational climate, in particular, makes a major impact on employees' job satisfaction. Moreover, Ramli (2019), found that the work environment and employees' job satisfaction are positively related. Job contentment is positively and significantly influenced by the work environment. Furthermore, Kafui Agbozo (2017) found that most employees are satisfied with the positive work environment and significant influence on the job. Managers need to make the working environment better to satisfy their employees. Raziq & Maulabakhsh (2015) discovered that a pleasant working environment is directly linked to job satisfaction, and essential for an employer to satisfy their workers for them to remain longer and work harder for the organization's success. According to Spector (1997), employers should consider their workers' working climate. Employee safety, workplace security, good relationships with coworkers, honor for success, the incentive for good performance, and participation in decision-making processes recognize that employees are a valuable resource for the organization and attempt to increase employee ownership and work satisfaction.

After the explanations of the above authors, we can conclude that the proper practices of HRM practices such as human resource planning, training, development performance appraisal, work environment, and employees' participations are important to the organization's efficiency and effectiveness. We also discovered that a stronger connection between these HRM activities and employee job satisfaction. To improve the employee's job satisfaction organizations should focus on their HRM practices. Moreover, Boyne (2003), argued that better management of HRM practices and effective leadership can help to improve the public service delivery of organizations.

2.4. Research Gaps

From the theoretical and empirical review presented above, the necessary research gap had been described. Most of the past studies conducted focus on providing a western model of public civil services prescription for developed countries. Nevertheless, in the Ethiopian context, there was very much limited research outputs focused on assessing the effects of practices of HRM on employees' job satisfaction. And also, yet it was observed that the independent variables considered by the researcher were not crucially analyzed. In addition, many of the researches conducted were in the private sector and scarcely conducted in public civil service.

The public civil service sector in Ethiopia, and especially in Addis Ababa city, has become more competitive and challenging than ever before as a result of rising demand from the general public. Moreover, it appeared that there was a no-single study conducted on examining this topic in the selected weredas. Based on the outcomes of the previous studies the practical activities of HRM in its local context needed to be well researched and known. As a result, this study was conducted to address these and other gaps by analyzing the effects of practices of HRM on the satisfaction of government public civil servants in the Addis Ababa city administration in a few selected weredas in the Yeka sub-city.

2.5. Conclusion and Conceptual Framework

According to Wright (2008), to improve the skills, attitudes, and behaviors and to decrease the turnover of employees' organizations should adopt HR strategies. These help the organizations meet their goals including productivity, service quality, and client satisfaction. For managing the workforces, the best HR strategy is manipulated from various HR strategies by following certain principles into specific policies and practices for building the right skills, bringing the right behavior, and achieving the right outcomes. He also argued that what is right for one organization may not be right for another but the logically constructed HRM practices enable organizations to add values.

Moreover, Wuttaphan (2020) concluded in his studies that to survive organizations would appropriately invest in their human capital as well-considered them as the most invaluable and intangible assets. Furthermore, the true value of human beings is gained when organizations adopt this concept according to their organizations', cultures, and country's context.

Based on the above theoretical and Empirical reviews, the diagrammatic representation was formulated in Fig. 2.1 below. The diagram provided an understanding of the association between the independent variables and dependent variables. Therefore, the researcher used it as a reference for the theoretical framework. It helped to understand the variables and formed after the consideration to set the research questions, objective, and literature review.

The researcher had selected the five HRM practices to include in the conceptual framework by considering the two criteria; they must previously be owned and they must be signed for government public civil service. Thus, the outcomes of the past studies on the perception of the employees' and leaders viewed in the implementation of HRM practices enabled the researcher to add these HRM practices and exclude certain HRM functions from the model.

In addition, it was determined to use these practices as an indicator of how good HRM practices were used in the public civil service sector of yeka sub- city administration weredas. The numbers of HRM practices presented were determined by the adaptation of more HRM practices used previously that had better employee job satisfaction.

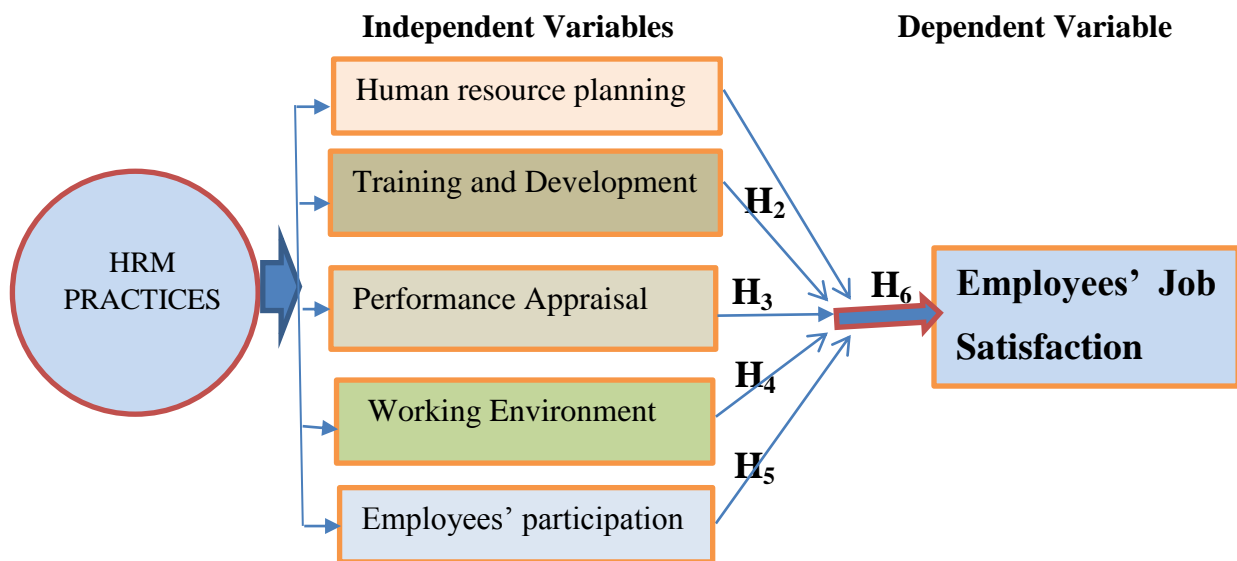


Fig. 2.1. Conceptual framework of the researcher

The study used Herzberg's two-factor theory. Because the theory was concerned with employee's satisfaction (needs) they have and the HRM practices (derives). Harvard soft HRM model and the Equity theory were also employed in which underlying links between the

variables of this study. Because they focused on human aspects to be developed and worked with, not as any other tools (machines) and attempts to structure the practices associated with the development of employees' job satisfaction. A goal-setting theory has also enabled the researcher to explain the conceptual framework of this study. This theory suggested that the level of success of employees was affected by their orientation to the specific goals of the organization. Oriented employees were motivated to perform better and put in maximum effort.

Treating workers is the most valuable asset and vital resource for employee satisfaction and employer performance, according to the theories mentioned above. Public civil servants required the use of best and proper HRM practices such as human resource planning, performance assessment, employee engagement in decision-making, work climate, training, and development.

CHAPTER THREE: RESEARCH METHODOLOGY AND DESIGN

3.1. Introduction

This part covered the research approach, design, and method of the thesis. The research design showed the structure of how the study was conducted. This section covered the data collection process as well as sampling methods and procedures.

3.2. Research Approach

Descriptive research and causal research types were used in this research. A descriptive type is usually considered appropriate to describe the nature or current situations of an event or a problem in detail based on opinions, attitudes, or practices that are observed or measured at a given time and environment (Kothari,2004). For causal research, we have used this research design intending to obtain evidence to examine the hypotheses of the cause-and-effect relationship between the dependent variable and the independent variables that were recognized in government public civil service weredas of yeka sub-city administration.

The research approach of this study included the production of quantitative data. And also, it had little possibility of application of the qualitative approach. Therefore, this study was a mixed approach more of a quantitative one. The reason for utilizing this approach was that it gave a chance for the researcher to analyze data with better depth and breadth and to approach with more reliable findings.

3.3. Research Design

The design of this study specified the data collection method, procedures, and analyzing the information. The behavior of the government public civil servant was observed and described in some way by using a questionnaire. This study was cross-sectional survey research where a sample of the population was studied to determine its characteristics of employees of public civil servants of yeka sub-city administration of some selected weredas and it was then inferred that the population had the same characteristics or relationship of the population which was confined to a single period of this year (March 2021).

3.4. Research Method

This part has categorized into five subsections. These were discussed below as follows:

3.4.1. Sources of Data and Instrumentation

From various articles and books relevant to the study secondary data were collected. Closed-ended structured questionnaires were carefully adopted based on tested questionnaires and HRM theory to collect primary data. Because Likert type scale is a widely used method of collecting data, easily used with quantitative data to measure the job perception and it was an ordered scale for which respondents could choose one option that best aligns with their attitudes. Questionnaires were graded on a five-point scale ranging. The survey questionnaires which were used in weredas of yeka sub-city administration contain questionnaires about the activities of HRM practices and employee job satisfaction. The survey questionnaires were written in English and then translated into Amharic. 31 items questionnaires were distributed to 244 respondents and collected within 10 days.

Table 3.1. Source of the measures of the dependent and independent variables

Construct		Adapted from (References)	Number of items
Independent Variables			
1	Human resource planning	Rahman et al., (2013)	5
2	Training and development	Rathnaweera (2010)	4
3	Performance appraisal	Rathnaweera (2010)	4
4	Working environment	Rahman et al., (2013)	5
5	Employees' participation in decision making	Marwat et al., (2005)	4
Dependent Variable		Adapted from	
1	Employees' job satisfaction	Spector (1994)	9
Sum			31

Source: Researcher (2021)

In the distributed questionnaires rating of 5 indicates that the statement is almost always true with the wereda and the respondents strongly agreed with the practices; rating 4 indicates that the statement is mostly true showing the respondents were agreed; while a rating of 3 indicated that the statement was sometimes true representing the respondents were neutral. A rating of 2

indicates that the statement was rarely true and the respondents have disagreed; whereas a rating of 1 indicated that the statement was not true at all times and the HRM activities within the wereda were strongly opposed by respondents.

3.4.2. Sampling Techniques and Sample Size

The population of this study constituted the public civil servants of Yeka sub-city administration weredas which was divided into 12 weredas. In a study like this, it was clear that primary data would have to be collected through field research from and service respondents as well as from approved institutions. However, due to the corona pandemic disease (COVID-19), time, and financial constraints, this research was focused on selected weredas of yeka sub-city administration.

For collecting data, through a multi-stage random sampling technique, a three-stage sample design was used. At the first stage, the primary sampling units namely wereda 04 from ‘ferensay cluster’, wereda 07 from ‘middle cluster’, and wereda 09 from ‘kotebe cluster’ were randomly selected. Secondly, sectors within the selected primary sampling units were selected. From each wereda, 15 (about 54% see table 3.2) sectors were randomly selected from 28 existed sectors in the administration. Finally, within selected primary sampling units, sectorial level civil servants were taken by convenience sampling technique from the target population. The main reason was employees were not voluntarily providing the answer for questionnaires because of the corona pandemic disease (COVID-19) within an assumption to keep the confidentiality of the respondents. Only permanent public governmental civil servants working in offices with more than 12 months experience in the respective weredas were selected as the target demographic, based on access to data, the predicted return rate from the survey, and degree of literacy. The researcher applied the following formula to find the representative sample size from the employees working in offices. The number of employees in the selected sectors had been reported to be 665 on Feb.2021.

The required sample size was calculated using the following formula, which is accurate when the population size is known and has a confidence level of 95% and a margin of error (level of precision) of 5% (Kothari, 2004).

$$n = \frac{NZ^2pq}{e^2(N-1) + Z^2pq}$$

Where, p represents sample proportion; q represents 1 – p; z represents standard variant value at a given confidence level, calculated from table displaying area under Normal Curve; n represents the sample size.

$$n = \frac{665 (1.96)^2(0.5)(0.5)}{(0.05)^2(665-1)+(1.96)^2(0.5)(0.5)} = 244$$

So, based on the above formula samples of 244 public civil servants were participated. From the sample size obtained 79, 80, and 85 respondents were proportionally allocated to wereda 04, wereda 07, and wereda 09 respectively. In each wereda, respondents were allocated to each office proportional to their population size as shown in Table 3.2 below.

Table 3.2. The target population and distribution of samples of the study

No	Selected sectors (office)	Wereda 04		Wereda 07		Wereda 09	
		Population	Sample	population	sample	population	Sample
1	Public civil service and human resource development office	12	4	10	4	13	5
2	Health office	7	3	8	3	6	2
3	Education office	6	2	7	3	8	3
4	Trade office	21	8	23	8	27	10
5	Housing development office	6	2	5	2	7	3
6	Women and Children office	16	6	11	4	12	4
7	Youth and voluntary Coordination office	7	3	9	3	8	3
8	Cooperative association office	11	4	12	4	11	4
9	Job creation and enterprise development office	29	11	25	9	28	10
10	Peace and security office	34	12	37	14	39	14
11	Social affairs office	9	3	10	4	11	4
12	Solid waste management office	24	9	27	10	26	10
13	Finance & economy development office	14	5	11	4	12	4
14	Food, medicine and health inspection and control office	9	3	11	4	10	4
15	Building permission and control office	11	4	12	4	13	5
	Sum	216	79	218	80	231	85

Source: Researcher (2021)

3.4.3. Data Analysis method

Quantitative data analysis tool SPSS version 26.0 computer software was used to analyze the collected data. The results of the questionnaire analysis were interpreted using quantitative descriptive statistical outputs such as frequencies, percentages, mean, and standard deviation produced by computer software. Based on the responses to each item, descriptive analysis was used to summarize the demographic data of the respondents and to define the degree of employee impression of the particular HRM practices.

The logical connection, strength, and direction of the variables were measured by the Pearson correlation coefficient. From inferential statistics, regression analysis was used to test the research hypothesis. It was also used to check the strength of the relationship among independent and dependent variables. The p-value was used to determine the level of significance in regression analysis, and the r-square test was used to determine how much the dependent variable was affected by the independent variable.

3.4.4. Reliability of the Study

It ensures consistent measurement of the items in the study tool indicating the study was without bias or error. In other words, it could simply describe as the accuracy in measurement which included stability and consistency. Cronbach's alpha was used to perform the reliability test, and then descriptive statistics were used to perform the mean, standard deviation, and percentage to determine the frequency of the data. The variety of the data was also discovered using inferential statistics.

3.4.5. Validity of the Study

According to Sekaran (2013), it refers to the measurement of the correct term, while reliability is related to the measurement's stability and accuracy. As a result, the validity was preserved by using expert-tested standardized questionnaire elements. The items of each variable were taken from valid sources.

3.5. Ethical Consideration

3.5.1. Confidentiality and Privacy

In the first place, the department approved the thesis title and proposal. In addition, the researcher was followed logical procedures in every stage of data collection processes. The goal of the study was adequately stated to case organizations (weredas) and respondents, and they were promised complete secrecy. On this argument of these ethical principles, efforts were made and confidentiality would be assured and kept throughout the process of this research work. Moreover, the entire research is remaining the owner of the researcher.

3.5.2. Voluntary participation and Informal Consent

Enough information was provided to the respondents. The information included the one who participates could interrupt participation, in any case, was not consequence in any liability to punishment. But his or her potential participation was essential for the achievement of the researcher. Moreover, if any of the participants refused to do chance for advancement, time, and money would have been lost.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1. Introduction

The study's findings were presented, analyzed, and interpreted in this Chapter. SPSS 26.0 computer software was used to analyze the descriptive and inferential statistics. A total of 244 questionnaires were handed out and filled out by the respondent, indicating a 100 percent response rate. In the first section of this chapter, the information gathered was discussed in tables and summarized. Employees' perspectives and attitudes concerning their weredas HRM practice and their job satisfaction were presented in the second section. By utilizing inferential statistics analysis, the statistical tool was employed to execute the hypothesis test.

4.2. Descriptive Statistics of the Study

4.2.1. General Information of the Respondents

As shown in Table 4.1 below the number of male public civil servants in the selected study weredas were 45.1 % and there were 54.9 % females. The number of females is greater than males. In this study the respondents' ages were categorized into four, 20 of them – Less than 25 Years, 26 – Less than 35 Years, 36 – Less than 45 Years, and 46 Years and above. Their age distribution was 41.0%, 43.0 %, 13.1% and 2.9% respectively. It is shown in Table 4.1 that a large number of the workforce (84%) in the sample population in yeka sub-city administration wereda 04, 07 and 09 were below the age 35 years old and the rest 13.1% of the respondents were above 36 years and less than 45 years old. Only 2.9% were above 45 Years. This could mean that the weredas were full of energetic and fresh blooded employees.

The educational status of the vast majority of the respondents 77.0% were BSc /BA holders (first degree), while the educational qualification of 7.8%, 6.1%, and 9.0% was secondary and TVET, diploma, and Masters (second degree) respectively. The job occupation title of the vast majority of the respondents 81.1% were officers, while 12.7% were team leaders 2.0% were technicians and 4.1% were staff supporters. The last item in Table 4.1 shows the respondents' total years of work experience. The last item in Table 4.1 shows that the respondents' total years of work experience. This was categorized into four categories which were 1-5, 6-10, 11-15, and above 16. According to the categories, 5.7 % had more than 16 years of total work experience, 12.3% have

11-15 years of experience, 25.4 % of the respondents have 6-10 years of work experience and 56.6% of the population had 1-5 year of total work experience. The data showed that more than half of the respondents worked for not more than 5 years.

Table 4.1. General information of respondents

Characteristics	Variables	Frequency	Percent	Valid %	Cumulative %
Organization of the Participants'	wereda 04	79	32.4	32.4	32.4
	wereda 07	81	33.2	33.2	65.6
	wereda 09	84	34.4	34.4	100.0
	Total	244	100.0	100.0	
Sex of participants'	Female	134	54.9	54.9	54.9
	Male	110	45.1	45.1	100.0
	Total	244	100.0	100.0	
Age of participants'	20 – Less than 25 Years	100	41.0	41.0	41.0
	26 – Less than 35 Years	105	43.0	43.0	84.0
	36 – Less than 45 Years	32	13.1	13.1	97.1
	46 Years and above	7	2.9	2.9	100.0
	Total	244	100.0	100.0	
Educational status of participants'	Secondary and TVET	19	7.8	7.8	7.8
	Diploma	15	6.1	6.1	13.9
	BSc /BA	188	77.0	77.0	91.0
	Master	22	9.0	9.0	100.0
	Total	244	100.0	100.0	
Job title of participants'	Team leader	31	12.7	12.7	12.7
	Technician	5	2.0	2.0	14.8
	Officer	198	81.1	81.1	95.9
	Staff support	10	4.1	4.1	100.0
	Total	244	100.0	100.0	
Work experience of participants'	Less than 5 Years	138	56.6	56.6	56.6
	5 – Less than 10 Years	62	25.4	25.4	82.0
	10 – Less than 15 Years	30	12.3	12.3	94.3
	15 Years and above	14	5.7	5.7	100.0
	Total	244	100.0	100.0	

Source: Researcher survey (2021)

The fifth point relates to the characteristics of respondents who were asked to provide information about the office where they were currently working. According to the collected data, the respondents reported that 5.3% were servants of public civil service and human development office, 3.3% were health office, 3.3% were education office, 10.7% were trade office, 2.9% were housing development office, 5.7% were women and children affairs office, 3.7% were youth and

voluntary coordination office, 4.9% were cooperative association office,12.3% were job creation and enterprise development office,16.4% were peace and security office, 4.1% were social affairs office,11.9% were solid waste and management office,5.3% were finance and economy development office,4.5% were food medicine and health inspection and control and 5.7% were building permit and control office employees.

Table 4.2. Office under which the respondents currently are working

Offices	Frequency	Percent	Valid %	Cumulative %
Public civil service and human development	13	5.3	5.3	5.3
Health	8	3.3	3.3	8.6
Education	8	3.3	3.3	11.9
Trade	26	10.7	10.7	22.5
Housing development	7	2.9	2.9	25.4
Women and Children affairs	14	5.7	5.7	31.1
Youth and voluntary coordination	9	3.7	3.7	34.8
Cooperative association	12	4.9	4.9	39.8
Job creation and enterprise development	30	12.3	12.3	52.0
Peace and security	40	16.4	16.4	68.4
Social affairs	10	4.1	4.1	72.5
Solid waste management	29	11.9	11.9	84.4
Finance and economic development	13	5.3	5.3	89.8
Food, medicine, and health inspection and control	11	4.5	4.5	94.3
Building permit and control	14	5.7	5.7	100.0
Total	244	100.0	100.0	

Source: Researcher survey (2021)

The difference between respondents in the above-mentioned categories helped the researcher to be balanced in the conclusions and the variety of responses created a broad view and understanding which helped the research to be valid.

4.2.2. Reliability and Validity of the Scale

The findings of this study were based on the responses of 244 respondents. In the questionnaires, there were no blanks. Based on Malhotra (2000) and Cronbach (1951), the values of Cronbach's alpha ranges from 0 to 1 and more than 0.6 for Likert scale items are reliable. As a result, the

researcher employed Cronbach's alpha scale to compare the internal consistency (homogeneity) of the items in the study. The Cronbach alpha for the working environment was greater than 0.6 (=0.693) and for the others was greater than 0.70, indicating that the scales utilized had good internal reliabilities. This indicates that the items in question accurately evaluate a single construct for each investigated variable (human resource planning, training and development, performance appraisal, working environment, employee participation in decision-making, and employee job satisfaction). Concerning validity, the Validation of questionnaire items was maintained by adopting expertly structured questionnaire items to judge the research instrument.

Table 4.3 Reliability Statistics for each construct

HRM Practices and Employees' job satisfaction		Cronbach alpha	Items
HRM Practices	Human resource planning	0.781	5
	Training and Development	0.779	4
	Performance appraisal	0.791	4
	Working environment	0.693	5
	Employees' participation in decision making	0.717	4
Overall HRM practices		0.793	22
Employees' job satisfaction		0.732	9
Total		0.843	31

Source: Researcher survey (2021)

4.2.3. Descriptive Analysis of the Study Factors

This section shows the perception's descriptive review of the public civil servants of wereda 04, 07, and 09 of yeka sub-city administration on employee work satisfaction and some chosen HRM activities. On a five-point Likert scale, participants were asked to indicate how strongly they agreed or disagreed with statements on the variables under research (5=strongly agree to 1=strongly disagree).

4.2.3.1. Study Factors Frequency Descriptive Analysis

4.2.3.1.1. Human Resource Planning Practices Frequency

In Table 4.4 below, the majority of respondents 101 (41.4%) agreed with the statement “The wereda's human resource planning process is transparent”. The responses show that the human resource planning process was open and clear. 78 (32.0 percent) said they were neutral on the

statement, while 65 (26.6 percent) said they disagreed, claiming that the wereda human resource planning lacks transparency. The majority of respondents disagreed with the forecasting of human needs, with 100 (40.9%) disagreeing, 88 (36.1%) remaining neutral, and 56 (23.3%) agreeing that the weredas predicted their human resource needs. According to the table above, 112 (45.9%) of the total respondents said they were aware of the wereda's vision and goals. The survey results denoted that the wereda leaders had been able to communicate the wereda's vision and goal to its employees. If employees were clear about the vision and goal of their organization, it would become easier to chalk out the strategies for better HRM practices towards the realization of its goal. The achievement of the vision of the weredas that work together as one whole, share the knowledge and experience. Based on a data survey, this was the intensity of the weredas. Although 67 (27.5%) of respondents expressed their dissatisfaction by stating that they were unaware of the vision and goals, 65 (26.6%) of respondents remained neutral. According to Table 4.4, the majority of respondents 103 (42.2%) believed that wereda did not implement continuous training & development to enhance employee performance, 81 (33.3%) were neither accepted nor disagreed (neutral), and 60 (24.6%) respondents agreed that wereda did adopt continuous training & development to improve employee performance. The survey's most significant finding was that wereda should implement a continuous training and development program to increase employee efficiency. Weredas continuous training programs were essential to meet the objectives of the overall human resource development. The majority of respondents 113 (46.3 percent) agreed that workers should be involved in the human resource planning process, while 81 (33.2%) were neutral, and 50 (20.5%) were indifferent. The wereda should use this power to achieve strategic advantages in the human resource planning phase by involving employees. When information about wereda's agenda, success, and challenges is efficiently shared with employees and team leaders, mutual understanding and confidence are enhanced.

Table 4.4. Perceptions of employees regarding the HRP practices

Items	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
The wereda's human resource planning process is transparent.	14	5.7	51	20.9	78	32.0	75	30.7	26	10.7
The wereda forecasts the human resource needs.	27	11.1	73	29.8	88	36.1	39	16.0	17	7.0
The wereda aware me its vision and goals.	16	6.6	51	20.9	65	26.6	76	31.1	36	14.8
The wereda adopts continuous training & development to improve performance.	38	15.6	65	26.6	81	33.2	50	20.5	10	4.1
The wereda includes the employees in the HR planning process.	14	5.7	36	14.8	81	33.2	85	34.8	28	11.5

Source: Researchers Survey (2021)

4.2.3.1.2. Training and Development Practices Frequency

Table 4.5. Perceptions of employees regarding the TD practices

Items	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
I have training opportunities to learn and growth.	10	4.1	60	24.6	94	38.5	60	24.6	20	8.2
Available training matches with my job.	15	6.1	59	24.2	73	29.9	75	30.7	22	9.1
The training and development given by the wereda's enhance employees' competency.	12	4.9	69	28.3	89	36.4	52	21.3	22	9.1
The training given by the wereda helps me for my next promotion.	15	6.1	79	32.4	91	37.3	48	19.7	11	4.5

Source: Researchers Survey (2021)

As shown in Table 4.5 above 70 (28.7%) of the respondents indicated that weredas of yeka sub-city administration did not give training opportunities for employees to learn and grow, 94(38.5%) were neutral and 80 (32.8 percent) thought they were given training opportunities to learn and develop. The opinion was not very clear on the issue of training opportunities for employees to learn and grow, with more than one-third of respondents remained neutral on this issue. The majority of respondents 97 (39.8%) agreed with the assertion that "Available training matches my work." 73 (29.9%) of respondents were unconcerned about this issue, and 74 (30.3%) thought they did not have the opportunity to practice. Available training in the weredas did not

meet employee expectations, and immediate action was required to close the gap. The responses of the respondents to the statement "The training and development provided by the wereda's enhanced employees' competency," as shown in table 5, were also negative. The majority 89(36.4%) were neutral, 81(33.2%) have disagreed and 74(30.4%) agreed. More than one-third of the responses to the question were neutral but the other responses were indicative of the fact that the training and development given did not enhance employees' competency. Employees were dissatisfied with the yeka sub-city administration's training and development activities. The majority of respondents 94(38.5%) disagreed with the idea that the training given by the wereda helped them for the next promotion, 59(24.2%) agreed that the given opportunity helped them for their next promotion, and 91(37.3%) respondents remain neutral. The survey result raised the question about the wereda efficiency to develop such a system to evaluate the effects of the training program on basis of employees' promotion. Respondents felt that the training given did not help in the identification of personal development and not adequate opportunities for promotion.

4.2.3.1.3. Performance Appraisal Practices Frequency

From Table 4.6 it can be seen that 87 (35.7%) respondents believed the appraisal method was impartial and clear, 70 (28.1%) respondents were neutral, and 87 (35.7%) respondents agreed with the assertion "The appraisal system is unbiased and transparent." Respondents had been given fragmented opinions distributed equally divided between agreement and disagreement because that the expectation level of employees was high. This implies that further explanation was needed in this area and a definite conclusion could not be drawing solely based on the survey data. 56(22.9%) of the respondents showed their disagreement by reporting there was no formal and written performance appraisal system, 72(29.5%) were remained neutral, 116(47.5%) of the respondents showed that their agreement by reporting there was a formal and written performance appraisal system in the administration of yeka sub-city weredas. 79.3% of respondents thought the assessment system in the wereda was not growth and development focused, 81.3% were neutral, and 84.4% agreed with the assertion "The appraisal system in this wereda was growth and development-oriented." This shows that there were employees' perceptions that growth and development were not based on an appraisal system. The respondents generally felt that the present system did not help in the identification of personal development

opportunities. From the above table, it was also possible to learn that 55 (22.4%) of respondents were undecided, while 96 (39.4%) of respondents agreed that workers were given performance-based feedback and counseling. While the survey results also showed 93(38.2%) employees were not satisfied with the provided feedback and counseling activities. This implied that weredas should have a well-established system of feedback to improve the effectiveness of performance appraisal HRM practices.

Table 4.6. Perceptions of employees regarding the PA practices

Items	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
The appraisal system is unbiased and transparent.	24	9.8	63	25.8	70	28.7	70	28.7	17	7.0
There is a formal and written performance appraisal system.	15	6.1	41	16.8	72	29.5	82	33.6	34	13.9
The appraisal system in this wereda is growth and development oriented.	21	8.6	58	23.8	81	33.2	64	26.2	20	8.2
Employees are provided performance-based feedback and counseling.	16	6.6	77	31.6	55	22.4	66	27.1	30	12.3

Source: Researchers Survey (2021)

4.2.3.1.4. Working Environment Practices Frequency

In Table 4.7 below, the majority of respondents 120(49.2%) expressed their opinions that the work environment was not pleasant, attractive, and comfortable, 55 (22.5%) of respondents were unconcerned about the issue, while 69 (28.3%) agreed that the workplace was fun, desirable, and relaxed. Nearly half of the respondents thought the working atmosphere of the weredas in the yeka sub-city was not fun, attractive, or secure for their employment this required special attention from the administration of yeka sub-city weredas. The working environment was essential to making employees more effective and for improving human resource effectiveness. When it came to the availability of resources (tools) for work in the weredas, the majority of respondents 116 (47.5%) thought they didn't have enough, while 55 (22.5%) were neutral and 73 (30.0%) approved. The response on the issue of tools for their job indicated that the wereda should work on providing an adequate tool for employees for their job with more emphasis on the

satisfaction of employees linked. According to the table below, 90 (36.9%) of all respondents disagreed with the argument that "many of our rules and procedures make doing a good job difficult." while 73 (29.9%) were neutral and 81 (33.2%) of the respondents agreed. This showed that there were no problems in rules and procedures in doing a good job were difficult in the weredas of yeka sub-city administration.

As presented in the below Table 4.7, the majority 108 (44.2%) of the respondents felt that they did not satisfied with the overall job security in the wereda, 71(29.1%) of the respondents were neither agreed nor disagreed (neutral), and 65(26.7%) respondents showed their agreement that they were satisfied with the overall job security in the wereda. This indicated that employees were stressed and needed a peaceful working environment. The larger number of the respondents 118(48.3%) agreed with the idea that their team leaders encouraged them to work hard and give the result. Although 47 (19.3%) of respondents were neutral on the given concept, and 79 (32.4%) of respondents had no opinion at all.

Table 4.7. Perceptions of employees regarding the working environment practices

Items	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
The work environment is pleasant, attractive and comfortable.	49	20.1	71	29.1	55	22.5	45	18.5	24	9.8
I have an adequate tool to do my job.	41	16.8	75	30.7	55	22.5	59	24.3	14	5.7
Many of our rules and procedures make doing a good job difficult.	17	7.0	73	29.9	73	29.9	66	27.1	15	6.1
I am satisfied with the overall job security in the wereda.	29	11.8	79	32.4	71	29.1	49	20.1	16	6.6
My group leader encourages me to work harder to give the result.	20	8.2	59	24.2	47	19.3	85	34.8	33	13.5

Source: Researchers Survey (2021)

4.2.3.1.5. Employees' Participation in Decision-making Practices Frequency

Table 4.8. Perceptions of employees regarding the employees' participation in decision making

Items	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Employee participation initiative at the wereda contributes to employee job satisfaction.	10	4.1	57	23.4	93	38.1	60	24.6	24	9.8
Employees should be involved in the wereda-wide activities at all time.	9	3.7	35	14.3	97	39.8	72	29.5	31	12.7
I am satisfied with the given right to put forward my opinion at the wereda.	10	4.1	70	28.7	87	35.6	56	23.0	21	8.6
I contribute to decision-making at the wereda and I am therefore satisfied with the way things are done.	16	6.6	84	34.4	90	36.8	46	18.9	8	3.3

Source: Researchers Survey (2021)

As shown in Table 4.8, 67 (27.5%) of the respondents indicated that the wereda employee participation initiative did not contribute to employee job satisfaction and the wereda employee engagement program, according to 84 (34.4 %) of respondents, led to employee work satisfaction. The majority of respondents remained neutral on this question, with 93 (38.1%) remaining neutral, meaning that the wereda needed to strengthen its contributions to employee involvement in decision-making so that all employees contributed to job satisfaction. The majority of respondents 103 (42.2%) accepted that "employees should be involved in the overall activities of the wereda at all times". This means that the involvement of employees in decision-making was a requirement for successful HRM. The involvement of employees in wereda's overall activities helped a lot to improve the HRM by creating a free flow of information between leaders and employees. 97 (39.8%) of the respondents were unable to answer (neutral), while 44 (18.0%) of the respondents disagreed with this question. According to the data in table 4.8, the majority of respondents 80 (32.8%) were dissatisfied with the granted right to express their opinion at the wereda, whereas 87 (35.6%) were neutral and 77 (31.6%) were happy. The vast majority of people 100 (41.0%) of respondents thought they did not contribute to decision-making at the wereda and thus were dissatisfied with the way things were done, 90 (36.7%) of

respondents were neutral on the issue, and 54 (22.2%) of respondents believed they contributed to decision-making at the wereda and thus were pleased with the way things were done. This indicated that weredas needed to assess its employee's participation in the decision-making process and structure the way that these HRM practices were to be delivered. The wereda had to try hard to measure up to the expectation of deserving employees to enable them to contribute their best in its interest. This is an area where the leaders needed to improve.

4.2.3.1.6. Employees' Job Satisfaction Perceptions Frequency

Table 4.9 below shows that 128 (52.5%) of the respondents thought their work assignments were fully explained, 60 (24.6%) of the respondents were neutral on the subject, and 56 (22.9%) of the respondents thought their work assignments were not fully explained. For the most part, 109 (44.6%) of the respondents said they were proud of what they did, 88 (36.1%) were undecided, and 47 (19.2%) said they were not proud of what they did. This indicated the fact that those employees were satisfied with their work. 118(48.4%) of the respondents expressed their opinion that the work communication seems good within their wereda, whereas 64 (26.2%) of respondents thought their workplace contact was poor. and 62(25.4%) respondents were remained neutral with the idea. Effective practices of HRM at the weredas level were more influenced by interpersonal relationships and skills to perform the job effectively and smoothly. About half of the respondents in both groups felt rises were too few and far between, while 56 (22.9%) disagreed and 60 (24.6%) were neutral. The fact that these people were unhappy with the stunted raises could be interpreted as agreement on this statement. 84 (34.4%) of respondents thought there was so much bickering and battling, 79 (32.4%) disagreed, and 81 (33.2%) were neutral.

96(39.3%) of the respondents were pleased with the wereda's concern for employee well-being, 93(38.1%) of the respondents reflected the wereda's indifference to employee well-being to some degree, and 55(22.6%) of the respondents were neutral. The questionnaire survey review of the problem revealed that the employee's health and safety were prioritized. The majority of the respondents, 120 (49.2%), claimed that their work was not appreciated, although 69 (28.2%) believed that their work was appreciated, and 55 (22.6%) of the respondents were undecided. The answer to the question of "I like the people I work with" This argument was accepted by 116 (47.5%) of the respondents, neutral by 55 (22.6%) of the respondents, and disagreed by 73 (29.5%) of the respondents. Respondents in the chosen weredas were generally happy with the

question of employees' working relationships. 90 (36.9%) of respondents believe there was no reasonable chance of training and development for those who perform well on the job, while 81 (33.2%) believe there was a fair chance of training and development for those who perform well on the job, and 73 (29.9%) are neutral on the topic.

Table 4.9. Perceptions of employees regarding the job satisfaction

Items	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Work assignments are fully explained.	11	4.5	45	18.4	60	24.6	72	29.5	56	23.0
I feel a sense of pride in doing my job.	10	4.1	37	15.1	88	36.1	82	33.6	27	11.1
Work communications seem good within this wereda.	15	6.1	49	20.1	62	25.4	73	29.9	45	18.5
Raises are too few and far between.	11	4.5	45	18.4	60	24.6	72	29.5	56	23.0
There is too much bickering and fighting at work.	21	8.6	58	23.8	81	33.2	64	26.2	20	8.2
I am satisfied with wereda's concern for employees' well-being.	16	6.6	77	31.5	55	22.6	66	27.0	30	12.3
I feel that the work I do is appreciated.	49	20.1	71	29.1	55	22.6	45	18.4	24	9.8
I like the people I work with.	41	16.8	75	30.7	55	22.6	59	24.2	14	5.7
Those who do well on the job stand a fair chance of training and development	17	7.0	73	29.9	73	29.9	66	27.0	15	6.2

Source: Researchers Survey (2021)

4.2.3.1.7. Summary Analysis of the Study Factors Frequency

Table 4.10 below showed the summary of percentage analysis of public civil service employees' satisfaction under HRM practices. In HRP 27.9% disagreed, 32, 3% employees were neutral whereas, 36.2% of employees agreed. In WE 42.6% of employees disagreed, 24.6% employees were neutral while, 33.3% of employees agreed. In TD 35.2%, employees disagreed, 35.3% neutral; whereas 31.8% of employees agreed. In PA 32.3% of employees disagreed, 28.5% employees were neutral, 39.2% employees agreed. In EPD 30.3 % of employees disagreed whereas, 37.6% of employees were neutral, 32.6% of employees agreed. From the analysis, the degree to which the agreement of the respondents ranges from 31.8% to 39.2% indicating that employee satisfaction in the weredas was medium (nearly 33.33%).

Table 4.10. Percentage of employees in different level of satisfaction under HRM Factors

	HRP	TD	PA	WE	EPD	EJS
1= Strongly Disagree	8.9%	5.3%	7.8%	12.8%	4.6%	8.7%
2= Disagree	22.5%	27.3%	24.5%	29.8%	25.3%	24.1%
3= Neutral	32.3%	35.6%	28.5%	24.7%	37.4%	26.8%
4= Agree	26.7%	24.1%	28.9%	24.8%	24.2%	27.3%
5= Strongly Agree	9.6%	7.7%	10.3%	8.4%	8.5%	13.1%
Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Researchers Survey (2021)

Where HRP = Human Resource Planning; WE = Working Environment;

TD = Training and Development; PA Performance appraisal; and

EPD = Employees' participation in decision making; EJS = Employees' job satisfaction

4.2.3.2. Mean Descriptive Analysis of the study Factors

4.2.3.2.1. Mean Descriptive Analysis of Human resource planning (HRP)

Table 4.11. Mean Descriptive Analysis of human resource planning HRM Practice

	N	Mini.	Max.	Mean	Std. Deviation
The wereda's human resource planning process is transparent.	244	1	5	3.20	1.067
The wereda forecasts the human resource needs.	244	1	5	2.78	1.066
The wereda aware me its vision and goals.	244	1	5	3.27	1.143
The wereda adopts continuous training & development to improve performance.	244	1	5	2.71	1.086
The wereda includes the employees in the HR planning process.	244	1	5	3.32	1.044
Valid N (list wise)	244				

Source: Researchers Survey (2021)

The participants' answers to the study's questions about human resource planning activities were shown in Table 4.11 below. Public civil servant Employees agreed that their HRP process was transparent, they wereda aware of its vision and goals and participate in the HRP process; this was represented by a mean of 3.20, 3.27, and 3.32 respectively. Employees, on the other hand, disagreed with HRP process predictions of human needs and the implementation of continuous training and improvement to increase their efficiency, with 2.78 and 2.71 means, respectively.

This was also supported by a lower standard deviation (1.066 and 1.086 respectively) worth, which indicates there were no variations in employee perceptions on this measure.

4.2.3.2.2. Mean Descriptive Analysis of Training and Development (TD)

Table 4.12. Mean Descriptive Analysis of Training and development HRM Practices

	N	Mini.	Maxi.	Mean	Std. Deviation
I have training opportunities to learn and grow.	244	1	5	3.08	.990
Available training matches with my job.	244	1	5	3.12	1.070
The training and development given by the wereda's enhance employees' competency.	244	1	5	3.01	1.028
The training given by the wereda helps me for my next promotion.	244	1	5	2.84	.962
Valid N (list wise)	244				

Source: Researchers Survey (2021)

Table 4.12 above enclosed data of practices of training and development supported out by the selected weredas. The respondents decided that the available training suited their job (mean = 3.12) based on the above table. Again, respondents believed that they had opportunities to learn and improve through training (mean = 3.08). The respondents were divided on whether the training and development provided by the weredas improve employee competency (mean = 3.01) and whether the training provided by the weredas improves employee competency (mean = 3.01). The lower standard deviations values ranging from 0.962 to 1.070 for training and development practices of the weredas exhibited that there was no great variety of data differences in the employee's perception of this variable.

4.2.3.2.3. Mean Descriptive Analysis of Performance appraisal (PA)

The statistics of the weredas' performance appraisal processes, as well as the perceived outcomes of these procedures from the perspective of public civil servant personnel, are shown in Table 4.13. A mean of 3.32 indicated respondent's agreement to a formal and written performance appraisal system in the weredas. Again, respondents agreed on the fact whether employees were provided performance-based feedback and counseling (mean= 3.07) and the appraisal system in their wereda was growth and development-oriented (mean = 3.02). On the other hand, employees disagreed indicating that the appraisal system was unbiased and transparent (mean = 2.97). As indicated in the table, the lower standard deviation values for performance appraisal practices of

the weredas ranged from 1.085 to 1.158, indicating that there were no variations in employee perceptions on this measure.

Table 4.13. Mean Descriptive Analysis of Performance appraisal HRM practice

	N	Mini.	Maxi.	Mean	Std. Deviation
The appraisal system is unbiased and transparent.	244	1	5	2.97	1.105
There is a formal and written performance appraisal system.	244	1	5	3.32	1.099
The appraisal system in this wereda is growth and development-oriented.	244	1	5	3.02	1.085
Employees are provided performance-based feedback and counseling.	244	1	5	3.07	1.158
Valid N (list wise)	244				

Source: Researchers Survey (2021)

4.2.3.2.4. Mean Descriptive Analysis of Working Environment Practice

Table 4.14. Mean Descriptive Analysis of Working Environment HRM Practice

	N	Mini.	Maxi.	Mean	Std. Deviation
The work environment is pleasant, attractive, and comfortable.	244	1	5	2.69	1.258
I have an adequate tool to do my job.	244	1	5	2.71	1.172
Many of our rules and procedures make doing a good job difficult.	244	1	5	2.95	1.047
I am satisfied with the overall job security in the wereda.	244	1	5	2.77	1.102
My group leader encourages me to work harder to give the result.	244	1	5	3.21	1.191
Valid N (list wise)	244				

Source: Researchers Survey (2021)

Table 4.14 above displayed the item statistics of working environment practices of weredas of yeka sub-city administration. It indicated employees were encouraged by their team leader to work hard and give results (mean = 3.21). Respondents, on the other hand, disagreed with the pleasant, attractiveness, and comfortable working environment (mean = 2.69). Respondents also disagreed that there was an adequate tool to their job (mean = 2.71), about the rules and procedures (mean =2.95). The rules and procedures of the weredas made them doing a good job difficult. Employees were unsatisfied about the overall job security in their weredas (mean = 2.77). The lower standard deviation values for working environment practices of the weredas

ranged from 1.047 to 1.258, indicating that there were no variations in employee perceptions on this dimension, as indicated in the table.

4.2.3.2.5. Mean Descriptive Analysis of Employees’ Participation in decision making

The data collected and presented in Table 4.15 below were the statistics of employees’ participation in the decision-making of weredas of yeka sub-city administration. In the survey, it was responded with slight satisfaction that the given right to put forward their opinion at the wereda (mean = 3.03). Respondents also agreed to the statement that stated that employee participation initiative at the wereda contributes to employee job satisfaction (mean 3.13). A mean of 3.33 designated the agreement of respondents too; employees should be involved in the wereda’s overall activities at all the time. Furthermore, the low standard deviations values for practices of employee participation in decision making of the weredas, ranging from 0.939 to 1.014, revealed no variations in the employee's view on this variable, as shown in the table below.

Table 4.15. Mean Descriptive Analysis of Employees’ Participation in decision-making HRM Practice

	N	Mini.	Maxi.	Mean	Std. Deviation
Employee participation initiative at the wereda contributes to employee job satisfaction.	244	1	5	3.13	1.012
Employees should be involved in the wereda wide activities all the time.	244	1	5	3.33	.994
I am satisfied with the given right to put forward my opinion at the wereda.	244	1	5	3.03	1.014
I contribute to decision-making at the wereda and I am therefore satisfied with the way things are done.	244	1	5	2.78	.939
Valid N (list wise)	244				

Source: Researchers Survey (2021)

4.2.3.2.6. Mean Descriptive Analysis of Employees’ job satisfaction

Table 4.15 displayed item information on weredas of the yeka sub-city administration employees' job satisfaction, with mean figures ranging from 2.69 to 3.93. In most situations, respondents experienced moderate agreement with the statements used to determine their point of view except that the perceptions of their feelings of public civil service employees about their job appreciation and fair chance of training and development for those employees who do well (mean = 2.69 and

mean = 2.95). Furthermore, the low standard deviation values for employees' job satisfaction of the weredas, which ranged from 0.997 to 1.258, revealed no variations in the employee's perception of the dependent variable, as indicated in the table below.

Table 4.16. Mean Descriptive Analysis of Employees' job satisfaction

Descriptive Statistics					
	N	Mini.	Maxi.	Mean	Std. Deviation
Work assignments are fully explained.	244	1	5	3.48	1.163
I feel a sense of pride in doing my job.	244	1	5	3.32	.997
Work communications seem good within this wereda.	244	1	5	3.34	1.171
Raises are too few and far between.	244	1	5	3.48	1.163
There is too much bickering and fighting at work.	244	1	5	3.02	1.085
I am satisfied with wereda's concern for employees' well-being.	244	1	5	3.07	1.158
I feel that the work I do is appreciated.	244	1	5	2.69	1.258
I like the people I work with.	244	1	5	3.93	1.172
Those who do well on the job stand a fair chance of training and development	244	1	5	2.95	1.047
Valid N (list wise)	244				

Source: Researchers Survey (2021)

4.3. Inferential Statistics of the Study

4.3.1. Correlation Statistics of the Study

The following five classical rules for interpreting correlation coefficient among distinct variables were established by Franzblau (1985): Negligible or no association is indicated by $r = 0$ to 0.20 . Positive but low-degree correlation is indicated by $r = 0.20$ to 0.40 . Positive and moderate correlation is indicated by $r = 0.40$ to 0.60 . $r = 0.60$ to 0.80 shows a significant and positive degree of correlation. Pearson r correlation was used to analyze the correlation between employee job satisfaction and various HRM activities (human resource planning, training and development, performance appraisal, work environment, and employee participation in decision-making) and interpreted based on the above five classical rules. The study result revealed that the HRM functions HRP, TD, PA, WE, and EPD are significantly, independently, and positively correlated with EJS at 0.000 levels. When we compared the HRM practices under investigation, the working environment was found to be marked degree and positively correlated with employees' job

satisfaction. It should be necessary to place the greatest emphasis on working environment when it comes to EJS. All of the others were found to be moderately and positively linked to employee work satisfaction. Working environment HRM activities had a clear and optimistic correlation with employee job satisfaction ($r = 0.728$, $N = 244$, $P (0.001) < 0.05$. The R-values = 0.483 , $N = 244$, $P (0.001) < 0.05$ for training and development; $r = 0.518$, $N = 244$, $P (0.001) < 0.05$ for human resource planning; $r = 0.590$, $N = 244$, $P (0.001) < 0.05$ for performance appraisal and $r = 0.580$, $N = 244$, $P < (0.001) < 0.05$ for employees' participation in decision making show that there were moderate and positive correlation among these variables. Therefore, it could be shortly summarized that employees' job satisfaction depended on the trend of the selected HRM practices.

Table 4.17. Correlation Statistics for Employees' job satisfaction & HRM practices

		HRP	TD	PA	WE	EPD	EJS
Human resource planning (HRP)	Pearson Correlation	1	.415**	.631**	.424**	.385**	.518**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	244	244	244	244	244	244
Training and Development (TD)	Pearson Correlation	.415**	1	.338**	.319**	.645**	.483**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	244	244	244	244	244	244
Performance Appraisal (PA)	Pearson Correlation	.631**	.338**	1	.442**	.386**	.590**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	244	244	244	244	244	244
Work Environment (WE)	Pearson Correlation	.424**	.319**	.442**	1	.426**	.728**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	244	244	244	244	244	244
Employees' participation in decision making (EPD)	Pearson Correlation	.385**	.645**	.386**	.426**	1	.580**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	244	244	244	244	244	244
Employees' job satisfaction (EJS)	Pearson Correlation	.518**	.483**	.590**	.728**	.580**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	244	244	244	244	244	244

** . Correlation is significant at the 0.01 level (2-tailed). Source: Researchers Survey (2021)

Table 4.18, show that HRM practices are pairwise positively associated and statistically significant at $P = 0.001$ levels. HRP and PA ($r = 0.631$) and EPD and TD ($r = 0.645$) had the strongest relationships, followed by PA and WE ($r = 0.442$), HRP and WE ($r = 0.424$), EPD and WE ($r = 0.426$), HRP and TD ($r = 0.415$), PA and EPD ($r = 0.386$), HRP and EPD ($r = 0.385$), TD and PA ($r = 0.338$) and TD and WE ($r = 0.319$) among the five HRM practices.

4.3.2. Regression Statistics of the Study

The effect of employee perceptions of HRM activities on work satisfaction was investigated in this study using the SPSS 26.0 statistical method. This tool was used to conduct linear regression to ascertain the impact of public civil servants of weredas of yeka sub-city administration perceptions regarding HRM practices on their job satisfaction.

In a regression analysis, a decision must be taken on which independent variables should be included in the regression equation and which should be excluded. Employees' perceptions of HRM activities (independent variables) had a significant beneficial effect on their work satisfaction, according to the regression results (dependent variable).

4.3.2.1. Test for Assumptions of Regression Analysis

The four common assumptions of regression analysis such as multi-collinearity test, linearity test, normality test, and homoscedasticity test had been conducted by using SPSS 26.0 version statistical tool. The statistics results had been meeting these assumptions.

According to Tabs, (2010) variance inflation factor score (VIF) is the reciprocal of tolerance should be close to 1 but under 5 is fine and above 10 means that the variable is not needed. Table 4.21 shows that all of the independent variables had VIF scores of less than 2, indicating that multi-collinearity was not an issue.

The degree to which the dependent variable's shift is related to the independent variables is referred to as linearity. Plots of regression residuals through SPSS were used to see if the relationship between the dependent variable (employee job satisfaction) and the independent variables (human resource planning, training and development, performance appraisal, working environment, and employee participation in decision making) was linear. In the scatterplot of standardized predicted value versus standardized residuals, there was no pattern and no large differences in the width of the scatter. In the figure below, as we pass from left to right, the expected values increase by roughly the same amount as the residual distribution. This result indicated that the assumption of homogeneity of variance was correct and that the relationship being predicted was linear, with roughly average residuals. As a result, the homoscedasticity assumption was met. The assumption of homoscedasticity can be verified visually by plotting the standardized residuals (errors) against the regression standardized expected value. The quantity of

the distance between the line and the dot in figure 4.1 illustrates that the inexactness or was not always the same, suggesting that homoscedasticity was not present.

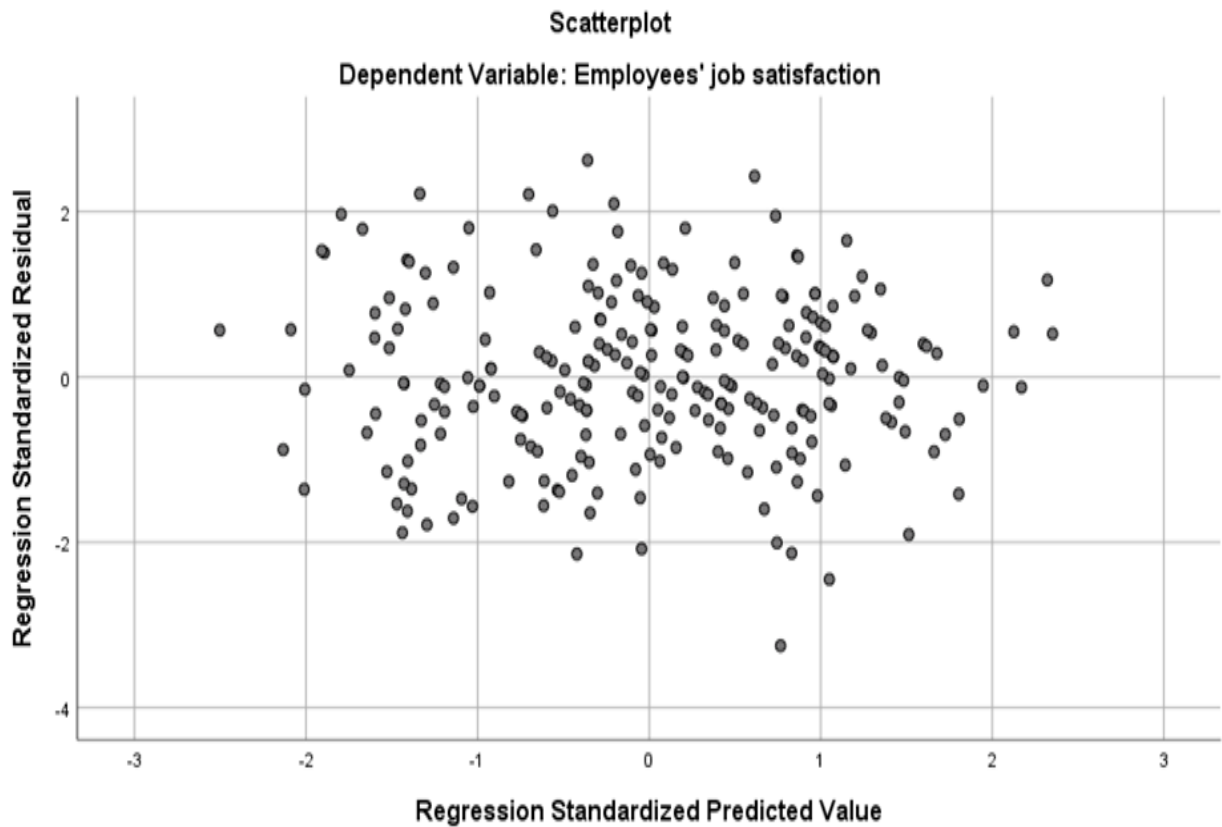


Figure 4.1. A scatter plot for testing Homoscedasticity

Figure 4.2. Normal p-p plots were developed between HRM practices (HRP, TD, PA, WE, and EPD) with perceived EJS, when the frequency distribution of the standardized residual is compared to the normal distribution, a substantial positive association is revealed. The data points upward in a straight line, as shown in the graph, indicating a direct positive correlation between the independent and dependent variables. All of the variables have a positive and linear association with reported employee work satisfaction, verifying that the dots in the scatter plot tend to circle the straight line, suggesting an obvious pattern of how the two elements vary simultaneously. As a result, the linearity assumption was met.

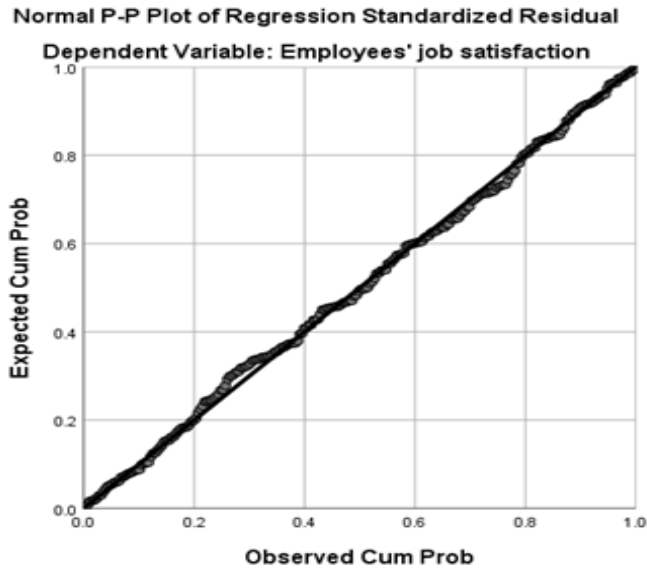


Figure 4.2. Normal P-P plot of employees' job satisfaction

In addition, figure 4.3 histogram of normality of residue figure meets the assumption of normality.

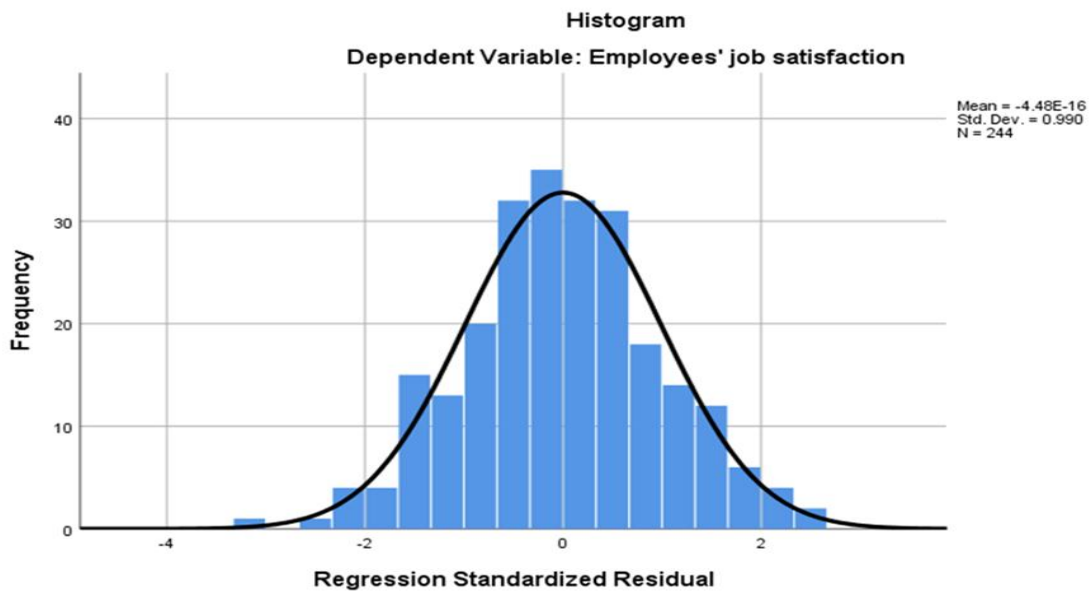


Figure 4.3. Histogram of normality of residue for employees' job satisfaction

4.3.2.2. Predictors of Employees' Job Satisfaction

The value of $R^2 = 0.681$ showed that 68.1% variance was explained by the independent variables (HRM practices) independent variable (employees' job satisfaction) as seen in Table 4.19. The

HRM practices in the study model (HRP, TD, PA, WE, and EPD) exhibited the ability to predict work satisfaction ($R^2=0.681$). In this model, the R^2 (coefficient of determination) value suggested that HRM practices, namely HRP, TD, PA, WE, and EPD, could explain 68.1 percent of the observed variability in employee job satisfaction. There was no high discrepancy between R^2 and adjusted R^2 suggesting that a good fit of the model. The remaining 31.9 percent of the variance in employee work happiness was not explained by these variables, implying that the remaining 31.9 percent of the variation in employee job satisfaction was due to additional factors not included in the model.

The percent of the variance in the dependent variable explained by the independent variable is measured by R^2 in the model summary. The combined effect of the predictor variables accounted for 68.1 percent of the change in employee job satisfaction in the standardized regression model shown below in Table 4.19. This was quite high so prediction from the regression equation was fairly reliable. It also suggests that 31.9 percent of the variation is still unaccounted for, maybe due to other variables not included in the model. So, adding other independent variables could improve the fitness of the model.

Table 4.18. Model Summary of predictors

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.825 ^a	.681	.674	3.297

a. Predictors: (Constant), EPD, HRP, WE, PA, TD

b. Dependent Variable: Employees' job satisfaction

Source: Researchers Survey (2021)

The multiple correlation coefficient ($R = 0.825$, see Table 4.19 above) suggested that the independent variables (HRM practices) and dependent variable (employee job satisfaction) under analysis had a good linear relationship. Therefore, linear regression analysis allowed the researcher to examine the independent variables on the dependent variables exhibited through the direct association between the mentioned constructs.

4.3.2.3. Statistical Significance of the Model

Table 4.19. ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5520.797	5	1104.159	101.580	.000 ^b
	Residual	2587.019	238	10.870		
	Total	8107.816	243			

a. Dependent Variable: Employees' job satisfaction

b. Predictors: (Constant), EPD, HRP, WE, PA, TD

Source: Researcher Survey (2021)

The regression results showed that EPD, HRP, WE, PA, and TD explained $R^2 = 68.1$ percent of the variance in employee job satisfaction, as evidenced by the value of $R=0.825$, $F=101.580$, and at $p < 0.001$, which illustrated the model's goodness of fit. The regression results also confirmed that EPD, HRP, WE, PA, and TD were a significant predictor of employees' job satisfaction. **However**, the coefficient of determination (R^2) did not provide the researcher the entire story. To get the full picture, one must consider the R^2 value in the combination with residual plots, other statistics, and in-depth knowledge of the subject area.

The ANOVA Table 4.20 indicated that the dependent variable (employees' job satisfaction) was statistically significantly predicted by the regression model ($P < 0.05$). The results of the regression analysis revealed that the positive perception of the HRM practices of their wereda led to their higher job satisfaction. The F value in ANOVA Table 4.20 ($F=101.580$ and $P < (0.001)$ 0.05) revealed that this variation was very significant. The table 4.20 also shows that the independent variables, F ratio $(5,238) = 101.580$ at $P (0.001) < 0.05$. As a result, these predictors had high F values and small p values, indicating that they were adequate for predicting the response and providing a good fit to the data.

4.3.2.4. Statistical Significance of the Independent Variables and Hypothesis Test

The Beta value is used to measure the contribution of HRM practices (independent variables) on employee job satisfaction (dependent variable), which can be explained using P or t values. The coefficients table contained coefficients for the regression equation t-tests of significance for each

variable and collinearity statistics. The collinearity statistics in the table above showed that measurements of multiple variables'(the selected HRM practices) relationships.

Table 4.20. Coefficients for EJS predictors

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	4.707	1.118		4.212	.000	2.506	6.908		
	HRP	.066	.073	.045	.908	.365	-.077	.209	.542	1.847
	TD	.185	.091	.100	2.037	.043	.006	.363	.551	1.815
	PA	.389	.081	.235	4.775	.000	.228	.549	.555	1.801
	WE	.729	.065	.487	11.213	.000	.601	.857	.710	1.409
	EPD	.396	.101	.200	3.936	.000	.198	.595	.520	1.923

a. Dependent Variable: Employees' job satisfaction Source: Researcher Survey (2021)

Based on the multiple linear regression carried out to investigate the relationship between HRP, TD, PA, WE and EPD, and EJS the results told that how much of each independent variable had an impact on the dependent variable. The unstandardized coefficient B can thus be used to describe the relationship between these variables.

Table 4.21 shows that human resource planning, HRP ($\beta = 0.066$; $t = 0.908$; $P (0.365) > 0.05$); Training and development, TD ($\beta = 0.185$; $t = 2.037$; $P (0.043) < 0.05$); performance appraisal, PA ($\beta = 0.389$; $t = 4.775$; $P (0.001) < 0.05$); working environment, WE ($\beta = 0.729$; $t = 11.213$; $P (0.001) < 0.05$) and employee participation in decision making, EPD ($\beta = 0.396$; $t = 3.936$; $P (0.001) < 0.05$) had positive effect on employees' job satisfaction (EJS). Therefore, H_6 is supported. We may conclude from the findings that TD, PA, WE, and EPD have a considerable impact on EJS, whereas HRP has no significant impact. HRM practices like TD, PA, WE, and PA had the greatest cumulative impact on employees' work satisfaction in the weredas of yeka sub city administration. Hypothesis H_2 , H_3 , H_4 , and H_5 are supported. Furthermore, the findings also show that for human resource planning HRP, the t value is 0.908 ($\beta = 0.066$; $P = 0.365$, $P > 0.05$), had positive effect on job satisfaction but insignificant impact (the least effect on employees' job satisfaction of weredas of yeka sub-city administration) indicating that the alternative hypothesis (H_1) was failed to be accepted.

Table 4.21. Summary of Hypothesis Test Result

Hypothesis	Result
H ₁ : Human resource planning has a positive and significant effect on employee job satisfaction.	Rejected
H ₂ : Employee job satisfaction is influenced by training and development in a positive and significant way.	Accepted
H ₃ : Performance appraisal has a positive and significant effect on employees' job satisfaction.	Accepted
H ₄ : Working Environment has a positive and significant effect on employees' job satisfaction.	Accepted
H ₅ : Employee Participation in decision-making has a positive and significant effect on employees' job satisfaction.	Accepted
H ₆ : HRM practices have a positive and significant combined effect on employee job satisfaction	Accepted

Source: Researchers Survey (2021)

4.3.2.5. Model Specification

It must be decided whether or not to include the independent variable in the regression equation. Finally, based on the above study results, the following models were created to determine the statistically significant factor affecting employees' job satisfaction in the yeka sub-city administration's weredas. The standardized regression Model is:

$$EJS = \beta_0 + \beta_1 (HRP) + \beta_2 (TD) + \beta_3 (PA) + \beta_4 (WE) + \beta_5 (EPD) + \varepsilon_i$$

Where, β_0 is the regression constant and $\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ are the regression coefficients of HRP, TD, PA, WE and EPD respectively. Therefore, the fitted Regression Model is:

$$EJS = 4.707 + 0.185(TD) + 0.389 (PA) + 0.729(WE) + 0.396(EPD)$$

Where, EJS, represent dependent Variable employees' job satisfaction and the independent Variables; PA = represent performance appraisal; EPD = represent employee participation in decision making; TD= represent training and development and WE = represent work environment.

The above regression equation (model) established that taking all factors into account (HRP, TD, PA, WE, and EPD) constant at zero, employee's job satisfaction of weredas of yeka sub-city

administration will be 4.707. According to the findings, if all other independent variables are set to zero, a unit increase in HRP will result in a 0.066 increase in employee job satisfaction, and if all other independent variables are set to zero, a unit increase in TD practices will result in a 0.185 increase in employee job satisfaction in the weredas of the yeka sub-city administration. Further, the finding shows that a unit increase in PA practices will increase 0.389 increases in employees' job satisfaction; a unit increase in WE practice will increase 0.729 increases in employees' job satisfaction of weredas of yeka sub-city administration. In addition, the finding revealed that a unit increase in EPD practice will increase 0.396 increases in employees' job satisfaction of weredas of yeka sub-city administration. Overall, HRP practices had the least impact or insignificant impact on the employees' job satisfaction.

CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1. Introduction

This study determined to survey the effects of practices HRM on the job satisfaction of employees in the yeka sub-city administration's weredas. Based on the analysis results, the statistical analysis, study hypothesis, theoretical, and conceptual frameworks created in chapter two of the study were all discussed in this chapter. It also discussed the findings in terms of previous research, the strengths and limits of the study, and the application and implication of findings for future research.

5.2. Summary of the Findings

The study was conducted at selected weredas of yeka sub-city administration located in Addis Ababa. Questionnaires were distributed to 244 government public civil servant employees from wereda 04, 07, and 09. The collected surveys were valid for the statistical test, which was conducted using the Statistical Package for Social Science (SPSS) version 26.0 computer software and included frequency tables, means, correlation, and regression. After analyzing the results of the primary data, the following discussions were made as findings of the study.

5.2.1. Characteristics of the Respondents

In the selected study weredas, the number of females' (54.9 %) public civil servants was greater than males' (45.1 %). This suggests that the respondents were both men and women with a lot of experience. They were sensitive to the possible effects their replies could have on the validity and reliability of the planned study's results.

Most of the people who took part in the survey were below the age of 35 years and the rest 13.1% were above 36 years and less than 45 years old. Only 2.9% were above 45 Years. The data showed that more than half of the respondents (56.6%) were those who have 1-5 years of total work experience. This could mean that the weredas are energetic and full of fresh blooded employees.

The educational status for the large majority of the people (77.0%) who took part in the survey was BSc/BA holders (first degree). This also suggests that the respondents' academic and

professional backgrounds reduce the likelihood of a greater degree of misunderstanding of the questions presented.

The job occupation title of much of the people who responded (81.1%) was officers and 12.7% were team leaders. Respondents were from 15 sectors and this difference of respondents in the above-mentioned categories helped the researcher to be balanced in the conclusions and the variety of responses created a broad view and understanding which helped the research to be valid. This showed the characteristics of the respondents which was universal.

5.2.2. Human Resource Planning Practice

The respondents' answers indicated that the human resource planning process at the weredas of yeka sub-city administration was transparent. Weredas of the yeka sub-city administration was effective in involving workers in the planning process, communicating the wereda's vision and mission to their employees, and enforcing rules and procedures. If employees were clear about the vision and goal of their organization, it became easier to chalk out the strategies for better HRM practices towards the realization of its goal. The achievement of the vision of the weredas that work together as one whole share their knowledge and experience. This is the asset of the weredas based on the data survey. The important finding that emerges from the survey was that wereda should adopt continuous training and development programs to improve employees' performance. Weredas continuous training program was essential to meet the objectives of weredas for trained human resource and the overall human resource development of weredas. The wereda should use this power to achieve a strategic edge in the human resource planning process by involving employees. Although descriptive analysis result indicates this, the regression analysis of this practice in the weredas' had a positive relation but least impact on overall employee work satisfaction in this study. This finding was only partly consistent with the Mir Mohammed Nurul Absar et al., (2010) and Kashif et al., (2015) findings. Therefore, more research needs to be done on this practice.

5.2.3. Training and Development Practice

Training and development activities are critical in filling the requisite gap with the weredas of yeka sub-city administration. The weredas' training and development practices had a positive and significant impact on overall employee work satisfaction in this study. The training and development activities were unsatisfactory to the employees. As a result, the weredas needed to

keep their employees' skills and knowledge up to date through training and development to stay competitive and achieve their directive, vision, and goals (objectives). The result of the study raised the question about the wereda efficiency to develop such a system to evaluate the effects of the training program on basis of employees' promotion. Respondents felt that the training given did not help in the identification of personal development and not adequate opportunities for promotion.

5.2.4. Performance Appraisal Practices

The research finding indicated that respondents had given fragmented opinions about the appraisal system biasedness and transparency distributed. The appraisal system should be straightforward, free of biases, and identify the particular aim of the appraisal to eliminate uncertainty and ambiguity in the process. In weredas of yeka sub-city administration, the performance appraisal system of the employee was done through their effectiveness during their service delivery process. The respondents showed that their agreement by reporting there was a formal and written performance appraisal system in the administration of yeka sub-city weredas. The study result showed that employees perceive that the appraisal system in the weredas was not growth and development-oriented. This implied that weredas should be a well-established system of feedback to improve the effectiveness of performance appraisal HRM practices. The weredas' performance appraisal practices had a positive and significant impact on overall employee work satisfaction in this study.

5.2.5. Working Environment Practice

According to the findings of the study, nearly half of the respondents thought the working atmosphere of weredas in the yeka sub-city was unpleasant, unattractive, and inconvenient for their employment. This requires special attention from the administration of yeka sub-city weredas. The working environment was essential to making an employee more effective and for improving human resource effectiveness. The study result on the issue of the availability of adequate tools for their job indicated that the wereda should rework on providing an adequate tool for employees for their job with more emphasis on the satisfaction of employees linked. Respondents were dissatisfied with the overall job security in the wereda. This indicated that employees were stressed and needed a peaceful working environment. The weredas' working

environment practices had a positive and significant impact on overall employee work satisfaction in this study.

5.2.6. Employees' participation in Decision Making

The findings of the study revealed that team members are constantly contributing to the decision-making process and that they meet daily to perform different tasks. The weredas' employees' participation in decision-making had a positive and significant impact on overall employee work satisfaction in this study. Employee satisfaction was cited as a benefit of the wereda employee participation initiative by respondents. This means that successful HRM requires employee involvement in decision-making. The participation of employees in wereda's overall activities helped a lot to improve the HRM by creating a free flow of information between leaders and employees. Weredas should always take advantage of the opportunity to achieve competitive advantages by including workers in the decision-making process. The wereda had to try hard to measure up to the expectation of deserving employees to enable them to contribute their best in its interest. Weredas needed to evaluate their employees' interest in the decision-making process as well as the framework of how HRM activities will be delivered. This is an area where the leaders were needed to improve.

5.2.7. Major Findings of the Study

The analysis of the finding of this study revealed that the weredas of yeka sub-city administration had their opportunities and threats on the issue of practices of human resource management. The research model for this study was developed using the above-mentioned literature and HRM theoretical approaches to illustrate perceptions. The study result support that the link between HRM practice and job satisfaction of public civil servants. There exist a positive and significant relationship between HRM practices and employees' job satisfaction. This study is consistent with Edgar and Geare (2005), Boyne (2003), M.C. Lo et al., (2015), Kashif et al., 2009, Khare (2012), People et al., (2011), Ijigu (2015), Pradhan, et al., (2019) and Md Shaminul Islam et al., (2018).

The first main goal of the study was to see if there was a connection between certain HRM practices and job satisfaction among employees of the Yeka sub-city administration in Addis Ababa in selected woredas. In this concern, correlation analysis of this study showed that HRM

practice had a positive relationship with employees' job satisfaction. At the $P = 0.001$, all correlations between independent and dependent variables were significant. Here the correlation analysis shows that HRM practices such as human resource planning (HRP), training and development (TD), performance appraisal (PA), working environment (WE), and employees' participation in decision making (EPD) are significantly, independently and positively correlated with employees' job satisfaction (EJS) at 0.000 levels. The findings of the HRM practices under investigation revealed that WE practice ($r = 0.728$, $N = 244$, $P (0.001) < 0.05$) was found to be marked degree and positively correlated with EJS, followed by the association between PA and EJS ($r = .590$); EPD and EJS ($r = .580$); HRP and EJS ($r = .518$) and TD and EJS ($r = .483$) indicating that all other are moderately and positively linked to employee work satisfaction. Therefore, it could be shortly summarized that employees' job satisfaction depended on the trend of the selected HRM practices.

The second main goal of the study was about investigating the association as well as the impact of selected HRM practices on the contentment of employees to their job in yeka sub-city administration at Addis Ababa in some selected weredas. In this regard, the R^2 (coefficient of determination) value indicated that HRM practices specifically, HRP, TD, PA, WE, and EPD could explain 68.1 percent of the observed variability in employees' job satisfaction, implying that the transformation in employees' job satisfaction might be qualified to the shared effect of the forecaster variables. There was no high discrepancy between R^2 and adjusted R^2 suggesting that a good fit of the model. The remaining 31.9 percent of the variance in employee work happiness was not explained by these variables, implying that the difference was due to further issues not involved in the model. This variance was highly significant with correlation coefficient, R ($R = 0.825$), and the F value ($F=101.580$ and $P (0.001) < 0.05$) suggested that the independent variables (HRM practices) and dependent variable (employee job satisfaction) under analysis had a positive significant relationship at weredas of yeka sub-city administration in the report. The regression equation recognized that if all factors into interpretation (HRP, TD, PA, WE, and EPD) constant at zero, employees job satisfaction of weredas of yeka sub-city administration will be 4.707 indicating that HRM practices have a positive and significant combined effect on employee job satisfaction. Therefore, hypothesis (H_6) is supported.

In the regression, human resource planning practice, HRP of weredas of yeka sub-city administration ($\beta = 0.066$; $t = 0.908$; $P (0.365) > 0.05$) shows that it has a positive effect on employees' job satisfaction but the insignificant impact (the least effect on employees' job satisfaction of weredas of yeka sub-city administration) indicating that the alternative hypothesis (H_1) was failed to be accepted. This finding is partially inconsistent with the study of Mir Mohammed Nurul Absar et al., (2010) and Kashif et al., (2015). Hence, human resource management in the selected weredas is coordinated by the Human Resource Management Process under the Office of Public Service and Human Resource Development. HRP is not an adequate HRM function, as each office does not have its own workforce structure.

Training and development practice, TD of weredas of yeka sub-city administration ($\beta = 0.185$; $t = 2.037$; $P (0.043) < 0.05$) shows that training and development practices have a positive and significant impact on job satisfaction of weredas of yeka sub-city administration. Therefore, hypothesis (H_2) is supported. This finding is consistent with the study of Mir Mohammed Nurul Absar et al., (2010), Rahman (2014), Paposa and Kumar (2019), and Md Shamimul Islam et al., (2018).

Performance appraisal practices, PA of weredas of yeka sub-city administration ($\beta = 0.389$; $t = 4.775$; $P (0.001) < 0.05$) shows that performance appraisal practice has a positive and significant impact on job satisfaction of weredas of yeka sub-city administration. Therefore, hypothesis (H_3) is supported. This finding is consistent with the study of Ganapathy (2017), Ray and Ray (2011), Khalil Omar et al., (2013), Ray and Ray (2011), Naji et al., (2015), Agyare et al., (2016), Wahjono et al., (2016), Brown et al., (2010) and Kampkötter (2014).

Working environment practices, WE of weredas of yeka sub-city administration ($\beta = 0.729$; $t = 11.213$; $P (0.001) < 0.05$) shows that working environment practice has a strong positive and significant impact on job satisfaction of weredas of yeka sub-city administration. Therefore, hypothesis (H_4) is supported. This finding is consistent with the study of Gazioğlu and Tansel (2002), Kafui Agbozo (2017), Ramli (2019), and Raziq and Maulabakhsh (2015).

Also, the impact of the practices of employees' participation in decision making, EPD on employees' job satisfaction of weredas of yeka sub-city administration ($\beta = 0.396$; $t = 3.936$; $P (0.001) < 0.05$) shows that employees' participation in the decision-making process has positive and significant. Therefore hypothesis (H_5) is supported. This finding is consistent with the study

of Bhatti and Qureshi (2007), Ray and Ray (2011), Appelbaum et al., (2013), Advani (2015), and Mohsen and Sharif (2020).

The regression analysis revealed that the model containing the HRM practices TD, PA, WE, and EPD could clarify the job satisfaction of public civil servants in the weredas of the yeka sub-city administration have more power to shape employee job satisfaction during the study period. The omitted variable was human resource planning activities, which contradicted the work of Mir Mohammed Nurul Absar et al., (2010). The four key HRM activities namely TD, PA, WE, and EPD and EJS have a significant relationship and effect on EJS and consequently, hypotheses H₂, H₃, H₄, H₅, and H₆ were supported. Therefore, the second specific objective of the study was addressed in the above ways.

The third specific objective was evaluating the current status of some selected HRM practices of the yeka sub-city at Addis Ababa in some selected weredas. The HRM activities were also found to be pair-wise positively and significantly associated with one another at the $P = 0.001$ in the study. HRM activities such as training and development, performance appraisal, working environment, and employee participation in decision-making could all contribute to the weredas of yeka sub-city administration's job satisfaction.

The research demonstrated that the weredas of yeka sub-city's human resource management practices had a substantial and optimistic impact on employee work satisfaction. WE, EPD, PA, and TD had the most important combined impact on employees' job satisfaction of weredas of yeka sub-city administration among the five HRM practices studied. Human resource planning (HRP) activities, on the other hand, had a minor but positive impact on work satisfaction among the weredas of the yeka sub-city administration.

The finding of the analysis of the percentage descriptive shows that the degree to which the agreement of the respondents on HRM practices under investigation ranges from 31.8% to 39.2% indicating that Employee satisfaction in the weredas of the yeka sub-city administration was medium (nearly 33.33%). Relatively the percentage descriptive analysis for TD (31.8%); EPD (32.6 %) and WE (33.3%) practice is small compared with HRP (36.2%) and PA (39.2%).

5.3. Conclusion

The outcomes of this study indicate that the four HRM practices such as training and development, performance appraisal, working environment, and employees' participation in decision making have a direct, positive, and significant influence on employees' job satisfaction. Human resource planning practice has a positive relationship with employees' job satisfaction but its impact is insignificant when measured as a direct relationship.

This study found that how HRM practices are handled and implemented has a huge impact on employee satisfaction. It is critical for the yeka sub-city administration's weredas to consider investing in HRM techniques to impact employees' perceptions through their work. The consequences of this study discovered that HRM practices have an impact of 68.1 percent on employees' job satisfaction of weredas of yeka sub-city administration. As a result, this type of research could help organizations better understand and appreciate the relevance of human resource management practices, as well as the necessity to integrate and harmonize HRM into their strategic plans. Therefore, the bureau of Addis Ababa city administration's public civil service and human resource development and other interested organizations would use these comparative contributions of practices of HRM on the public civil servants' job satisfaction to enhance and maintain their service deliverance competitiveness by effectively and efficiently fitting their HRM practices to the employee job satisfaction.

The implementation of suggested HRM practices will increase efficiency, creativeness, and retention of discouragement skilled workforce, high employee confidence and trust and collaborative team working and rationalization of the available workforce. There has been several important contributions issue from weredas of yeka sub-city administration to realize the local services demanded by the societies. The outcomes of this study have abundant implications for practitioners. The following conclusions were made based on the purpose, research questions, and results of the study information gathered from the questionnaires that are strategic to HRM in weredas of yeka sub-city administration.

- The weredas of yeka sub-city administration are energetic and full of fresh blooded employees with the educational status for the large majority of the people were BSc/BA holders (first degree). Young officers wanted personal treatment in line with this the weredas might be lucky enough to have superior officers. The young professionals were looking for

advice, encouragement, and space to grow. Human resources are treated as the greatest assets which are the human capital, not just tools to produce. Thus, leaders should delegate to utilize and to create the knowledge, skills, and abilities of employees and bring job satisfaction to public civil servants of weredas of yeka sub-city administration. Better management of HRM practices and effective leadership can help to improve the job satisfaction of public civil servants. Human resource planning is required to set the stage for effective and efficient HRM activities in the weredas of yeka sub-city administration. Information about the organizational plan, progress, and problems, when exchanged effectively with subordinates and others, enhances mutual understanding and trust.

- HR core processors of the weredas of yeka sub-city administration may be encouraged to shift their HRM practices on employee's growth and development-oriented and should incorporate the appropriate feedback and counseling performance appraisal practices. In addition, weredas of yeka sub-city administration needed to keep their employees' skills and knowledge up to date through training and development to stay competitive and achieve their directive, vision, and goals (objectives). Effective performance appraisal systems and training and development programs would construct a road map of employees' job satisfaction that will enhance their effort towards achieving sustainable weredas mission, vision, and goals.
- Furthermore, offering opportunities for counseling and feedback to employees during the performance appraisal process would reduce the gaps between actual performance and intended weredas goals. A participative management environment, attractive and comfortable working environment and competency-based training programs should be to strengthen the overall contribution and success of each employee and motivate them towards the realization of their goals.
- Employees ought to have access to the appropriate training and development program that continues to improve the knowledge, skills and enhance the capabilities as well as the competency and satisfaction of employees of the weredas of yeka sub-city administration.
- Leaders should place more emphasis and required special attention on the working environment of weredas of yeka sub-city administration. Weredas should rework on providing an adequate tool for employees for their job and work to address the overall job security issue to make employees free from stress and provide a peaceful working

environment because these act as motivating factors among employees and brings about improved employees' job satisfaction. They must do in providing adequate tools for employee's job, satisfying employees with the overall job security, improving employee's contribution in participation practices in deciding and assessing employee's growth and development activities to measure up to the expectation of deserving employee to enable them to contribute their best in weredas interest.

- To enhance employee job satisfaction, HR core processors should manage their wereda's personnel using several HRM practices. The contributions of employee participation practices in decisions making the need to improve so that all employees of the weredas of yeka sub-city administration contribute to their job satisfaction.
- As evidenced by past studies, to facilitate the link between HRM practices and employees' job satisfaction, HR core processors and leaders first need to identify the importance of employee job satisfaction. Then they should use HRM practices to encourage a high level of job satisfaction, which will lead to positive and long-term results.

5.4. Recommendation

The researcher's knowledge and feedback from the literature directed to the following suggestion and potential human resource solutions, which were anticipated based on the impact of human resource management activities on employee job satisfaction in this study. To build up sustainable competitive advantages the following human resource strategies for the improvement of employees' job satisfaction and services of weredas of yeka sub-city administration were recommended based on the conclusions and purposes of the study.

- The weredas should concentrate on improving the quality of working to become the highest quality institution in the field of the public civil servant in the country as a whole.
- Weredas of yeka sub-city required to enhance and maintain their service deliverance competitiveness by effectively and efficiently fitting their HRM practices to the employee job satisfaction.
- Weredas should vigorously take up the matter with the yeka sub-city and city government public civil services bureau for opening up some opportunities for their growth and development and in improvement of working environment practice.

- The human resource of the weredas of yeka sub-city administration should get the greatest emphasis. As we are in the globalized world that information is continuously changing and the environment is dynamic that directly and indirectly affects the service delivery of weredas of yeka sub-city administration.
- The Weredas of Yeka Sub-City Administration shall implement sector-specific, employee-oriented, constructive, and growth-oriented human resource planning, performance appraisal system, and training and development programs.
- Employee interest in the decision-making process should be encouraged at all times. Weredas should always take advantage of the opportunity to achieve competitive advantages by including workers in the decision-making process.
- The weredas of yeka sub-city administration should need to improve the working environment and the contributions of employee participation practices in decisions making so that all employees of the weredas of yeka sub-city administration contribute to their job satisfaction.
- The training and development given by the wereda should be developed on the basis that helps employees for personal growth and development and gives adequate opportunities for promotion. A continuous systematic training approach is required.
- Weredas of yeka sub-city administration would struggle to improve the appraisal system in the weredas. The system should be growth and development-oriented and should incorporate the appropriate feedback and counseling.

This research adds to previous efforts to better understand the relationship between employee job satisfaction and HRM practices. The study adds new dimensions to management research by sparking a discussion about the role of HRM practices in public servant job satisfaction. Different HRM practices, such as human resource planning, training and development, performance appraisal, working environment, and employees' participation in decision-making, were found to be statistically significant correlations and regression results, indicating that they are significantly related and contribute positively to perceived public civil servants' job satisfaction.

5.5. Limitations and Research Directions for the Future

This study has limitations, as do all studies. Finding employees who would take the time to complete the questionnaires correctly was a huge challenge. Time was also a constraint, as questionnaires were not returned within the specified time frame. In addition, because of the

corona pandemic disease (COVID-19), all employees were not voluntarily providing an answer for the questionnaires because personal physical communication was forbidden and difficult. Moreover, the research instrument was only questionnaires, but it is hard to access retrospective insights in any other way.

In this study, the researcher has not considered the mediating and moderating variables. Mediating constructs (motivating factors, learning capabilities, technological innovation) and qualitative moderating variables (socioeconomic class or sex), and quantitative moderating variables (reward level, age, educational status, or working experience) could also be usefully explored.

The investigation aimed to see how such HRM practices influenced employee job satisfaction. In the light of the limitations acknowledged and the findings of the study, the subsequent are endorsed as future research focuses:

- Why human resource planning practices have an insignificant impact on job satisfaction of public civil servants.
- Mediating and moderating variables, especially the qualitative and quantitative, regarding the effects of job satisfaction of public civil servants.
- Relationship between demographic factors, HRM activities, and work satisfaction among public civil servants.

Researchers can investigate whether or not HRM procedures have an impact on employee satisfaction by considering more HRM practices in the weredas of yeka sub-city administration. Furthermore, the government's public civil service sector was highlighted in this research. Other researchers can focus their research on non-governmental public sectors. Future research that addresses these topics, we believe, will provide new insights into HRM practices and their influence on Sustainable employees' job satisfaction.

The suggested strategies are aimed towards achieving these purposes. However, as it is not possible to implement all the recommended strategies simultaneously due to resource constraints and difficulties in implementation, the strategies should be prioritized for implementation. The prioritization should be based on the identified HR needs of the weredas taking into consideration the current institutional environment. Moreover, short-term, medium-term, and long-term plans should be suggested, whatever applicable.

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Appendix

Questionnaire for Employees

A survey on effects of HRM practices on employees' job satisfaction

Dear Respondents,

The main purpose of this questionnaire is to collect data that will be helpful in a research work titled “Effects of selected HRM practices on employees’ job satisfaction in the case of Yeka sub-city administration at Addis Ababa of selected weredas”.

The researcher would like to request your assistance in filling the questionnaire since having your reliable information is crucial to the success of the research. The researcher would like to the emphasis that your participation is completely voluntary and there are no foreseeable risks associated with this study. Your information will be coded and your response will be strictly confidential. Data from this research will be reported only in the aggregate. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point. So friendly deliver an unbiased judgment to make research fruitful.

Part One: Demographic Data.

(1) Gender	<input type="checkbox"/>		<input type="checkbox"/>
Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
(2) Age			
20 – Less than 25Years	<input type="checkbox"/>	26 – Less than 35 Years	<input type="checkbox"/>
36 – Less than 45 Years	<input type="checkbox"/>	46 Years and above	<input type="checkbox"/>
(3) Educational Level			
Secondary and TVET	<input type="checkbox"/>	BSc /BA	<input type="checkbox"/>
Diploma	<input type="checkbox"/>	Master	<input type="checkbox"/>
(4) Job title			
Team leader	<input type="checkbox"/>	Officer	<input type="checkbox"/>
Technician	<input type="checkbox"/>	Staff support	<input type="checkbox"/>
(5) Work in Office			
(6) Experience at this District			
Less than 5 Years	<input type="checkbox"/>	5 – Less than 10 Years	<input type="checkbox"/>
10 – Less than 15 Years	<input type="checkbox"/>	15 Years and above	<input type="checkbox"/>

Part Two:

It includes the study's independent and dependent variables statements. Please answer each question based on your perception about the implementation of each one at your wereda’s. Against each of the statements underneath please circle the points of agreement in each of the items concerning practices of the HRM and your job satisfaction in your weredas. Where 1 represents strongly disagree (SD); 2 represents Disagree (D); 3 represents Neutral (N); 4 represents Agree (A), and 5 represents Strongly Agree (SA).

No	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.	AGREEMENT SCALE				
Human resource Planning						
1	The wereda's human resource planning process is transparent.	5	4	3	2	1
2	The wereda forecasts the human resource needs.	5	4	3	2	1
3	The wereda aware me its vision and goals.	5	4	3	2	1
4	The wereda adopts continuous training & development to improve performance.	5	4	3	2	1
5	The wereda includes the employees in the HR planning process.	5	4	3	2	1
Training and Development program						
6	I have training opportunities to learn and grow.	5	4	3	2	1
7	Available training matches with my job.	5	4	3	2	1
8	The training and development given by the wereda's enhance employees' competency.	5	4	3	2	1
9	The training given by the wereda helps me for my next promotion.	5	4	3	2	1
Performance Appraisal						
10	The appraisal system is unbiased and transparent.	5	4	3	2	1
11	There is a formal and written performance appraisal system.	5	4	3	2	1
12	The appraisal system in this wereda is growth and development-oriented.	5	4	3	2	1
13	Employees are provided performance-based feedback and counseling.	5	4	3	2	1
Working Environment						
14	The work environment is pleasant, attractive, and comfortable.	5	4	3	2	1
15	I have adequate tool to do my job.	5	4	3	2	1
16	Many of our rules and procedures make doing a good job difficult.	5	4	3	2	1
17	I am satisfied with the overall job security in the wereda.	5	4	3	2	1
18	My group leader encourages me to work harder to give the result.	5	4	3	2	1
Employees' participation in decision making						
19	Employee participation initiative at the wereda contributes to employee job satisfaction.	5	4	3	2	1
20	Employees should be involved in the wereda-wide activities at all times.	5	4	3	2	1
21	I am satisfied with the given right to put forward my opinion at the wereda.	5	4	3	2	1
22	I contribute to decision-making at the wereda and I am therefore satisfied with the way things are done.	5	4	3	2	1
Employees' job Satisfaction						
1	Work assignments are fully explained.	5	4	3	2	1
2	I feel a sense of pride in doing my work.	5	4	3	2	1
3	Work communications seem good within this wereda.	5	4	3	2	1
4	Raises are too few and far between.	5	4	3	2	1
5	There is too much bickering and fighting at work.	5	4	3	2	1
6	I am satisfied with wereda's concern for employees' well-being.	5	4	3	2	1
7	I feel that the work I do is appreciated.	5	4	3	2	1
8	I like the people I work with.	5	4	3	2	1
9	Those who do well on the job stand a fair chance of training and development	5	4	3	2	1

Thank you for your participation!!!!

Abayneh Yifru Mengesha

Appendix B- Amharic Translated Questionnaire

በሰራተኞች የሚሞላ መጠይቅ

ውድ የዚህ ጥናት ተሳታፊ፡-

በመጀመሪያ ውድ ጊዜዎን ሰውተው በወረዳዎ በሚሰራው ጥናት ላይ ለመሳተፍ ላሳዩት ተሳትፎ ከልብ እያመሰገንኩ፡፡ የዚህ መጠይቅ ዋና ዓላማ ለሁለተኛ ዲግሪ ማሟያ ጽሁፍ (ጥናት) መስራት ለምረቃት ብቁ ስለሚያደርግ “የሰው ሃይል አስተዳደር ተግባራት በሰራተኞች የስራ እርካታ ላይ ያላቸውን ተጽዕኖ” አስመልክቶ በየካ ክ/ክተማ በተመረጡ ወረዳዎች ላይ በማጥናት ላይ እገኛለሁ፡፡

በጥናቱ እርስዎ የሚሰጡት ትክክለኛ ምላሽ የሚደረገውን ጥናት ተግባራት ስለሚያረጋግጥ በመጠይቁ ላይ የሚሰጡት ምላሽ ከላይ ለተገለጸው ርዕስ ለጥናት አገልግሎት ብቻ የሚውልና በማንኛውም የሰነዱ አካል ላይ ስምዎ የማይገለጽ በመሆኑ ያላንዳች ስጋት ሃሳብዎን የሚገልጸውን አማራጭ በትክክል ያለአድልኦ በማስቀመጥ መጠይቁን እንዲሞሉልን በአክብሮት እጠይቃለሁ፡፡

ክፍል አንድ፡ አጠቃላይ መረጃ

(1) ያታ			
ወንድ	<input type="checkbox"/>	ሴት	<input type="checkbox"/>
(2) ዕድሜ			
ከ20 — 25 ዓመት	<input type="checkbox"/>	26 — 35 ዓመት	<input type="checkbox"/>
36 — 45 ዓመት	<input type="checkbox"/>	46 ዓመትና በላይ	<input type="checkbox"/>
(3) የትምህርት ደረጃ			
ሁለተኛ ደረጃና ቴክኒክና ሙያ	<input type="checkbox"/>	የመጀመሪያ ዲግሪ	<input type="checkbox"/>
ዲፕሎማ	<input type="checkbox"/>	ሁለተኛ ዲግሪ	<input type="checkbox"/>
(4) የስራ ሁኔታ			
ቡድን መሪ	<input type="checkbox"/>	አፊሰር	<input type="checkbox"/>
ቴክኒሻን	<input type="checkbox"/>	ድጋፍ ሰጪ	<input type="checkbox"/>
(5) የሚያገለግሉበት ጽ/ቤት ስም			
(6) የስራ ልምድ			
ከ 1-5 ዓመት	<input type="checkbox"/>	ከ6-10 ዓመት	<input type="checkbox"/>
11 — 15 ዓመት	<input type="checkbox"/>	16 ዓመት በላይ	<input type="checkbox"/>

ክፍል ሁለት፡

“የወረዳዎን የሰው ሃይል አስተዳደርና የሰራተኞች የስራ እርካታ” መሰረት በማድረግ ለሚከተሉት ዓረፍተ- ነገሮች በእያንዳንዱ ዓረፍተ-ነገር አማራጮች ፊት ለፊት የእርስዎን ምልክታ የያዘውን ቁጥር በማክበብ ያስቀምጡ፡፡ አማራጮቹም ፡- በጣም አልስማማም(1)፣ አልስማማም(2)፣ ገለልተኛ(3) ፣ እስማማለሁ(4) እና በጣም እስማማለሁ (5) ክብደት ተሰጥቷቸዋል፡፡

ተ/ቁ	እባክዎ በእያንዳንዱ ዓረፍተ- ነገር ፊት ለፊት ከተቀመጡት አማራጮች የተስማሙበትን ሃሳብ የያዘውን ቁጥር በማክበብ ምላሽዎን ይሙሉ።	የመመዘኛ መስፈርቶች				
የሰው ሀብት ዕቅድ / Human resource planning						
1	የወረዳው የሰው ሀብት ዕቅድ ግልጽ ነው።	5	4	3	2	1
2	የሰው ሀብት ዕቅድ የወረዳውን የሰው ሀይል ፍላጎት አስቀድሞ የተነበየ ነው።	5	4	3	2	1
3	ወረዳው ተልዕኮውንና ራዕዩን በግልጽ አሳውቆኛል።	5	4	3	2	1
4	የስራ አፈጻጸምን ለማሻሻል ተከታታይ ስልጠናዎች በስራ ላይ ይውላሉ።	5	4	3	2	1
5	በዕቅድ ዝግጅት ወረዳው ሰራተኛውን ያሳትፋል።	5	4	3	2	1
ስልጠናና ልማት /Training and development						
6	ለዕውቀትና ለዕድገት ምቹ ሁኔታ አለ።	5	4	3	2	1
7	ከስራዬ ጋር የተዛመደ ስልጠና አገኛለሁ።	5	4	3	2	1
8	በወረዳው የሚሰጡ ስልጠናዎችና ልማቶች የሰራተኛውን ተወዳዳሪነት አሳድገዋል።	5	4	3	2	1
9	በወረዳው የተሰጡ ስልጠናዎች ለቀጣይ ዕድገት / ዕውቀት ረድተውኛል።	5	4	3	2	1
የስራ አፈጻጸም ምዘና /Performance Appraisal						
10	የወረዳው የስራ አፈጻጸም ምዘና ስርዓት ግልጽና አድልዎ የሌለበት ነው።	5	4	3	2	1
11	የተፃፈና መደበኛ የስራ አፈጻጸም ምዘና ስርዓት በወረዳው አለ።	5	4	3	2	1
12	የወረዳው የስራ አፈጻጸም ምዘና ስርዓት ሂደት ዕድገትና ልማት ተኮር ነው።	5	4	3	2	1
13	ሰራተኛው የስራ አፈጻጸሙን መሰረት ያደረገ ግብረ-መልስና ምክር ይሰጠዋል።	5	4	3	2	1
የስራ ቦታ ሁኔታ /Work Environment						
14	የወረዳው የስራ ቦታ ሁኔታ አርኪ፣ ሳቢና ምቹ ነው።	5	4	3	2	1
15	ለስራዬ የሚያስፈልገኝ በቂ ቁሳቁስና ግብዓት አለኝ።	5	4	3	2	1
16	ደንበና የአሰራር ስርዓቶቻችንን አብዛኛው ጥሩ የሆነው ስራ አስቸጋሪ እንዲሆን ሆኗል።	5	4	3	2	1
17	አጠቃላይ በወረዳው ያለው የስራ ደህንነት አርክቶኛል።	5	4	3	2	1
18	የቡድን መሪዬ ጠንክሮ በመስራት ውጤት እንዳመጣ ያበረታታኛል።	5	4	3	2	1
የሰራተኛው ውሳኔ ሰጭነት ተሳትፎ ሁኔታ /Employees' participation in decision making						
19	የወረዳው የሰራተኛው ውሳኔ ሰጭነት ተሳትፎ ልምድ የሰራተኛው የስራ እርካታ ላይ አስተዋጽኦ አድርጓል።	5	4	3	2	1
20	ሰራተኛው በወረዳው ስራ የስራ እንቅስቃሴ ላይ በማንኛውም ጊዜ መሳተፍ አለበት	5	4	3	2	1
21	በስራ ላይ ያለኝን ሃሳብ የምገልጽበት መብት/ ዕድል በማግኘቴ ረክቻለሁ።	5	4	3	2	1
22	በወረዳው ውሳኔ ሰጭነት ሂደት ላይ ተሳትፎያለሁ፤ በዚህም ረክቻለሁ።	5	4	3	2	1
የሰራተኞች የስራ እርካታ/ Employees' job Satisfaction						
1	የምሰራው ስራ በደንብ የተብራራ/የተዘተዘረ ነው።	5	4	3	2	1
2	በምሰራው ስራ ኩራት ይሰማኛል።	5	4	3	2	1
3	ጥሩ የስራ ተግባራት በወረዳው ያለ ይመስላል።	5	4	3	2	1
4	የደረጃ ዕድገት በጣም ጥቂት ነው፤ ረጅም ጊዜም ይቆያል ።	5	4	3	2	1
5	በስራ ቦታ በጣም ግጭትና የማይገባ ነገር አለ።	5	4	3	2	1
6	ወረዳው ለሰራተኞች የሰጠው የስራ ደህንነት ትኩረት አርክቶኛል።	5	4	3	2	1
7	የምሰራው ስራ አድናቆት የተሰጠው መስሎ ይሰማኛል።	5	4	3	2	1
8	አብረውኝ የሚሰሩትን ሰራተኞች እወዳቸዋለሁ ።	5	4	3	2	1
9	ስራቸውን በደንብ የሚሰሩ ሰራተኞች የስልጠናና የትምህርት ዕድል ተጠቃሚ ይሆናሉ።	5	4	3	2	1

ስለትብብርዎ አመሰግናለሁ!!!!!!

A.Y.M.