



Assessment of Human Resource Management Practice in Ethiopian Broadcasting Corporation

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ASSESSMENT OF HUMAN RESOURCE MANAGEMENT
PRACTICES IN ETHIOPIAN BROADCASTING CORPORATION

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Abstract

The study aims at assessment of Human Resource Management Practices in Ethiopian Broadcasting Corporation with due emphasis on practices of recruitment and selection, performance management, training and development and reward management. The study adopted a descriptive type research. Data collection was carried out using structured questionnaires. Systematic random sampling technique was used with 338 participants taken from 2200 employees of the organization and data were presented in form of tables employing the use of frequency distribution, figures, percentages and means and analyzed using descriptive statistics by the Statistical Package for Social Sciences (SPSS) version 20.0. The findings of the study showed that there were different problems identified in each practices of human resource management like recruitment and selection mechanism is not properly using strategic human resource plan, performance management system is not implemented based on employees' agreement, and reward management is not linked to performance management system etc. These practices were lowly perceived by their employees in helping their performance. The researcher concluded that the practices of HRM in the organization under study had been implementing with different problems on their processes. The study recommended that the organization need to reconsider the way that using its human resource management practices providing solutions to the identified problems towards improving organizational achievements.

KEYWORDS: *Human Resource Management Practices, Recruitment and Selection, Performance Management, Training and Development, Reward Management*

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Chapter 1. Introduction

1.1 Background of the study

Human Resource is the most important asset for any organization and it is now a day the source of achieving competitive advantage. Managing human resources is very challenging as compared to managing other resources like technology or capital. So for effective management, organization requires effective human resource management system. This effective human resource management system, need to be developed up by sound human resource practices.

Armstrong (2009) defined Human Resource Management (HRM) as a strategic and coherent approach to the management of an organization's most valued assets; that is, the people working there who individually and collectively contribute to the achievement of its objectives. Moreover, human resource management practices can be defined as a set of organizational activities that aims at managing a pool of human capital and ensuring that this capital is employed towards the achievement of organizational objectives.

For proper implementation of human resource management practices and for the purpose of the organization achievement, two important points need to be considered. First understanding the different impact of human resource management practices to different behaviors and second the interrelationship among elements of human resource management practices.

Different studies tried to show the outcomes of human resource management practices. For example training can be used as a tool to increase efficiency and effectiveness of employees in order to increase organizational performance (Cook & Hunsaker, 2001), and extensive training programs are conducted by employees to improve the employee's

performance in order to achieve strategic position over competitors (Brown, 2005). So organizations for their competitive advantages need to understand the different nature of human resource management practices and take an assessment to adopt and implement these practices.

There is no a single human resource management practice which an organization aspires to retain its employees. There are different human resource management practices for the organization to adopt that contribute to the organization's bottom line areas, such as recruitment and selection, training and development, performance management etc which should be consistent, integrated and strategically focused. But different organizations are not considering such understanding of using human resource management practices.

As the researcher observation, organizations are using bureaucratically without understanding not only what employees perceive on benefits of human resource management practices but also awareness of interrelationships of the practices. An organization will be effective on its human resource practices implementation, if their employees accept and give recognition to the practices and perceiving to be benefited to their behavior.

So, the purpose of this study is to assess the human resource management practices like recruitment and selections, training and development, performance management and reward management and also employees' perception for their benefits from these practices.

1.2 Background of the Organization

The Ethiopian Broadcasting Corporation (EBC) is an Ethiopian public service broadcaster. It is headquartered in Addis Ababa, Ethiopia and it is the country's oldest and largest broadcaster.

The EBC was established by the order of Emperor Haile Selassie and initially operated by a British firm, Thomson. It's 100% owned by the Ethiopian government. Its programming includes news, sport, music and other entertainment. A majority of the programming is broadcast in Amharic, the official federal language of the government of Ethiopia. In addition, some news segments are broadcast in other languages such as Afaan Oromo, Somali, Tigrinya, Harari, as well as English.

Ethiopian Broadcasting Corporation (2019) had written that Ethiopian Television was initially established during Haile Selassie reign era with assistance from the British firm, Thomson. It was created to highlight the Organization of African Unity (OAU) meeting that took place in Addis Ababa the same year. Color television broadcast began in 1964 in commemoration of the founding of Workers' Party of Ethiopia (WPE). The current structure and goals of were established 1987 with Proclamation 114/87. In 2014, the channel changed its name from ETV to EBC, also changing its logo in the process. In 2015, EBC and other regional channels upgraded their news studios with more modern equipment

As a government media organization, EBC has totally 2200 employees. Based on different of working nature of the organization, it can be seen in three main categories called the journalists (editorial staff), the media technology (technical workers of technology) and administrative part (supportive staff).

This day Ethiopian Broadcasting Corporation has gone through new reform and come with new structure and channels with different formats to be more competitive in media industry.

The human resource department also have been seen in the structure and got chance to be executive head level and became the member of the top management. The human resource management as part of the top management has great possibilities to manage its human resource strategically towards achieving organizational goals.

1.3 Statement of the Problem

Human resource is the most important asset for any organization and it is the source of achieving competitive advantage. Human resource management system should be backed up by sound human resource management practices. Human resource management practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals.

There are different human resource management practices in an organization, acting on it, depending on different situations and objectives of that organization. Some of commonly known human resource management practices are recruitment and selection, training and development and performance management etc. These human resource management activities have their own impact on employees' behavior that has impact also on the achievement of organizational goal.

Ethiopian Broadcasting Corporation, as an organization, is using and managing its employees to achieve organizational goals. By the researcher personal observation, most common human resource management practices, like recruitment and selection,

performance management, training and development, and also reward management have problems in practicing them. That means the recruitment and selection process is not based on human resource planning, the performance management system not properly managed to evaluate employees, the training program not based on performance gap and also those employees with effective performance not recognized.

Therefore, such problems need to be assessed and checked by scientific method to see what extent that the indicated human resource management practices are practicing in the organization and also what employees' perceive on benefits of these practices to their performance. So, the research will assess the current situation of practices of human resource management and what level employees perceive these practices influencing their behavior, like performance.

1.4 Research Questions

- What problems are there in using recruiting and selection practice ?
- What problems the organization face in handling performance management of employees?
- Is the training and development program supporting employees in filling their job skill gap?
- How fair is the implementation of reward system for employees?
- What employees perceive these human resource management practices on improving their performance?

1.5 Objectives of the study

1.5.1 General objective of the study

The main objective of the study is to identify the existing status of the human resource management practices being implemented in Ethiopia Broadcasting Corporation.

1.5.2 Specific objectives of the study

- To examine the practices of recruitment and selection in the organization..
- To identify problems in handling practices of performance management systems in the organization.
- To explore how practices of training and development supporting in filling employees skill gap.
- To assess how the reward management mechanism is fair to employees in the organization.
- To examine what employees perceive on benefits of these human resource management practices to their performance.

1.6 Significance of the study

The study will assess the human resource management practices of Ethiopian Broadcasting Corporation, identifies its current existence situation and recommends the organization based on the findings of its outcomes. It helps the management of the corporation in general and even members of human resource management department in particular to take corrective measures to improve the use human resource management practices towards achievement of their objectives.

Understanding perception of employees towards human resource management practice helps also the corporation to improve these practices. The study also will serves as a secondary source for those who want to make further study on the area.

1.7 Scope of the study

Human Resource Management (HRM) is too broad to cover its entire aspects and process in one research paper. The researcher will focus on four most common practices of HRM. These are Recruitment and Selection, Performance Management, Training and Development, and Reward Management. Because most problems has been observed on these practices of human resource management.

1.8 Organization of the paper

This paper is organized into five parts. The first part is the introductory part and it comprises; background to the study, background of the organization, statement of the problem, research question s which raise research objectives. It also covers the significance of the study and also scope of the study. The second part discusses the reviews of related literature , part three encompasses the methodology to the study that provides research design; population that will be covered by the study, sampling techniques, instruments, data collection procedure and analysis, validity and reliability and ethical considerations. Part four include the result and discussion of the study and part five includes the summary, conclusion and recommendation of the study. At the end of the paper references are listed and as an appendix, data collection instruments also attached.

Chapter 2 . Literature Review

2.1 Introduction

This chapter consists of review of literature on concept of human resource management practices on organizations. The literature review considered in theoretical and empirical reviews . It focused on the themes of the study which covers the practices of recruitment and selection, performance management, training and development and reward management and their influences on employees' performance.

2.2 Theoretical Review

Human Resource Management/HRM/ Practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational

HRM practice refers to the activities of recruitment and selection, training and development, performance management and reward management what they relate to the improvement of performance, In this review we see more supportive ideas of these selected HRM practices.

2.2.1 Recruitment and Selection Practice

Recruitment and selection can play a pivotal role in shaping an organization's effectiveness and performance, if organizations are able to acquire workers who already possess relevant knowledge, skills and aptitudes and are also able to make an accurate prediction regarding their future abilities.

Performance improvement is not only a result of well functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009).

Recruitment which is the process of generating a pool of capable people to apply for employment to an organization and selection which is the process by which managers and others use specific instruments to choose from a pool of applicants a person or persons more likely to succeed in the job(s) given management goals and legal requirements (Bratton & Gold, 2007).

Employers try to select and recruit the right candidates. At the same time, job seekers gather information about organizations and current jobs offers; because they cannot gain complete knowledge of all alternatives and their potential characteristics, they rely on imperfect signals when the cost of a mistake in recruitment is high, organizations are more discerning and the turnover of employees will increase (Chan & Kuok, 2011).

The overall aim of the recruitment and selection process is to obtain at minimum cost the number and quality of employees required to satisfy the human resource needs of the organization (Armstrong, 2003).

Most employer of organizations recognized that when a task is key to the success of the organization, an expert is required. The three 'R's- recruitment, retraining and retention, of high-caliber, well-motivated staff is the main differentiator of good workplaces, so when it comes to attracting and successfully recruiting the right people expertise is sought. good candidates always have choice.

Professional recruitment consultants, whether external or in house, leave nothing to chance, controlling the process from start to finish, saving management time and ensuring that business downtime is minimized (Swain & Brown, 2009). It is important that recruiting be treated as a part of strategic human resource planning because it is a key mechanism for filling positions necessary to get the work done.

Recruiting requires an employer to: know the industry and where to successfully recruit qualified employees, identify keys to success in the labor market, including competitors' recruiting efforts, cultivate relationships with sources of prospective employees, promote the "company brand" so that the employer is known as a good place to work, use recruiting metrics in order to measure the effectiveness of recruiting efforts.

Recruiting decisions can identify not only the kinds and numbers of applicants, but also how difficult or successful recruiting efforts may be by type of jobs. In addition, effective recruiting focuses on discovering talent before it is needed (Robert & John, 2010).

Selection is the process of choosing individuals with the correct qualifications needed to fill jobs in an organization. Without these qualified employees, an organization is far less likely to succeed. But when we need selection we follow selection process typically consists of eight steps: (1) initial screening interview, (2) completion of the application form, (3) pre employment tests, (4) comprehensive interview, (5) conditional job offer, (6) background investigation, (7) medical or physical examination, and (8) permanent job offer (David & Stephen, 2010).

So as we see from the literature recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when their applications are submitted. The result is pool of applicants from which new employees are selected.

2.2.1.1 Sources of Recruitment and Selection Strategy

Armstrong (2000) proposed that first consideration should be given to internal candidates; all internal candidates should apply for vacancies. The sources of internal

recruitment process are current employees, references from present employees, databank of former applicants, retired employees, former employees, own web .

According to Denisi (2005) external recruitment is the process of looking to sources outside the organization for prospective employees. Broad varieties of methods are available for external recruiting. An organization should carefully assess the kinds of positions it wants to fill and select the recruiting methods that are likely to produce the best results assessment of the current available pool of job candidates, other than existing staff, to ascertain if any are sufficiently skilled or qualified to fill and perform existing job vacancies.

When a business engages in external recruitment, a head hunter might be used to facilitate the search, contact and recruitment process. The sources of External Recruitment are – Advertising , Employment agencies , Temporary help , Executive recruiters , Referrals and walk-ins , College recruiting , Free and fee-paying , Website services.

Selection strategy of an organization will be effective if suitable persons are selected by focusing suitable combination of skills as per job requirement (Compton et al, 2014). Organizations may practice from the available set of selection methods such as completed application form, assessment centers, work sampling test, aptitude or work ability test, mental ability test, face to face individual or panel interview, medical examination, reference check etc. (Wickramasinghe, 2007).

Therefore organizations are expected to see which sources of recruitment and which strategy of selections are appropriate to be more productive and also best competitive in their business or organizational objectives.

2.2.1.2 Challenges of Recruitment and Selection practice

A common problem in recruitment and selection is poor human resource planning. Rigorous human resource planning translates business strategies into specific human resource management policies and practices. This is particularly so with recruitment and selection policies and practices. The key goal of human resource planning is to get the right number of people with the right skills, experiences and competencies in the right jobs at the right time at the right cost.

Detailed and robust recruitment and selection policies, such as recruitment and selection procedures, assessing criteria, talents, auditing and processing the information about the labor market are important in recruiting and deploying appropriate employees at the right time (Kaplan & Norton, 2004).

The other point of challenge is developing proper job analysis before recruitment and selection. It is important to invest time in gathering information about the nature of the job since it prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Pilbeam & Corbridge, 2006).

Effectively conducting job analysis and targeting right potential candidates ensures a good match between applicants and the jobs. Argument has been given that under qualified employees may not be able to effectively perform their job positions due to lack of knowledge and competencies, while on the other hand over qualified employees tend to experience less job satisfaction due to their higher qualification than a desired level for a given job.

For every job in the organization, a thorough job analysis, which includes job description and job specifications, is necessary and based on this, an appropriate selection criteria is

vital. The job description provides indications of the duties to be undertaken, and the job specification usually prescribes relevant personal qualities and attitudes as well as skills and knowledge required for the job (Johnston, 1999).

Here there are different factors to be considered to see the methods. First the attractiveness of the company to qualified employees. It may either be a potential barrier or a significant advantage depending on the ability of the human resource team to effectively advertise its job vacancies. Second the attractiveness of the job which refers to the job description. Any job that is considered as interesting, dangerous, stressful, low-status, low-paying or lacking in promotion potential will have a hard time attracting the right people.

Cost is also an important factor because recruitment is expensive to the organization. Thus, every company needs to assess the costs involved in each proposed methods of recruitment. The fourth issue is recruitment goals of the program which have to serve many different purposes. The last issue to be considered is the recruitment philosophy which depends on the emphasis of recruitment practices, depth of commitment in seeking and hiring a diverse range of employees and the ethical aspect of fairness in the recruitment process (Sims, 2002).

Lack of formal valid selection system and absence of experienced Human Resource Specialists are also major barriers to recruitment and selection practices (Stewart & Knowles, 2000).

2.2.2 Performance Management Practices

As defined by Aguinis (2005) 'Performance management is a continuous process of identifying, measuring and developing the performance of individuals and teams and

aligning performance with the strategic goals of the organization'. Its five elements are : agreement, measurement, feedback, positive reinforcement and dialogue.

Performance management can focus on performance of the organization, a department, processes to build a product or service, employees, etc. This concept has been defined as follows: Performance management has been studied through-out years and yet, there was confusion about the meaning of the term, 'performance management'. The concept had different meanings to different people. Some people understood the term as an appraisal process, others as performance-related pay and some people defined the term as training and development (Aguinis, 2007).

Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed. It ends when an employee leaves the organization.

A performance management system is classified into a development, planning, managing, reviewing and rewarding phase. In each phase different activities are taking place. For example In developing & planning performance - outlining development plans, setting objectives and getting commitment activities, in managing & reviewing performance phase - assess against objectives, feedback, coaching, document reviews activities and in rewarding Performance phase - personal development, link to pay, results performance activities are taking place (Schneier, Beatty & Baird, 1987).

To have more understanding on performance management and its impact on employees performance let see the purpose, challenges of performance management and also how the performance management system relate with employee performance.

2.2.2.1 Purpose of Performance Management

Armstrong (2010) also noted that the purpose of performance management is to get better results from the organization, teams and individuals by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements. It is a process for establishing shared understanding about what is to be achieved, and an approach to managing and developing people in a way which increases the probability that it will be achieved in the short and longer term.

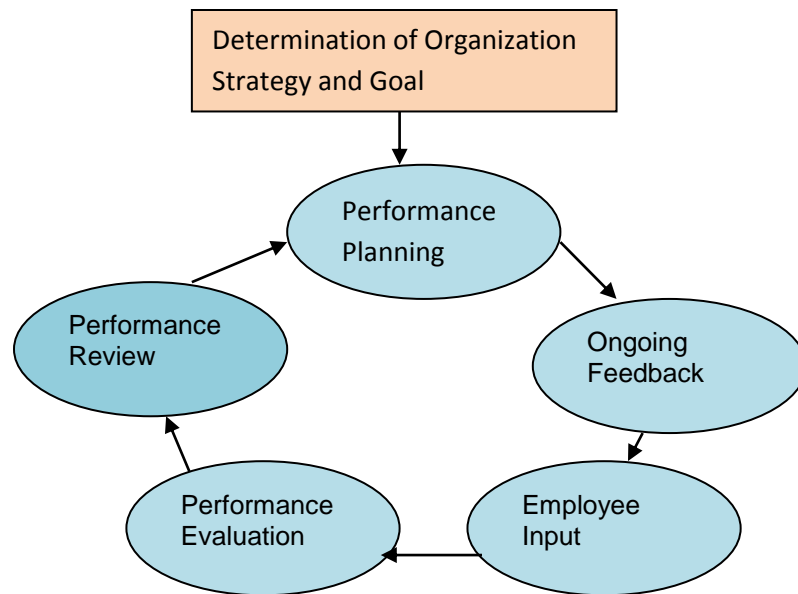
The aim of performance management is to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the organization. A further aim is to clarify how individuals are expected to contribute to the achievement of organization goals by aligning individual objectives with the strategic objectives of the organization (Armstrong, 2014). So the aim of performance management is simply to improve performance to enable corporate goals to be achieved and its scope includes the organization and teams as well as individuals.

2.2.2.2 Challenges of Performance Management

According to Armstrong (2009) it is a good idea but it doesn't work- managers often don't like doing it because they see it as a forced task that has nothing to do with their real work. They claim that individuals fear the appraisal meeting because potentially scared or they perceive it as an irrelevant or none interesting. Some points are:- the process is problematic because difficulties involved in one person attempting to sum up performance of another, a difficulty in getting line managers to do it effectively, there are many poorly designed or administered performance management schemes.

Pulakos (2004) explained that many factors will impact the effectiveness of an organization's performance management system, but three are most important. First, the system needs to be aligned with and support the organization's direction and critical success factors. Second, well-developed, efficiently administered tools and processes are needed to make the system user friendly and well received by organizational members. Third, and most important, is that both managers and employees must use the system in a manner that brings visible, value-added benefits in the areas of performance planning, performance development, feedback and achieving results.

Fig 2.1 Typical Performance management Process



Source: Pulakos(2004)

Explained that effective performance management systems provide behavioral standards need to be set as Below Expectations, Meets Expectations and Role Model that describe what is expected of employees in key competency areas (Pulakos, 2004).

Armstrong (2014) mentioned the impact of performance management on performance saying Performance management is expected to improve organizational performance generally by creating a performance culture in which the achievement of high performance is a way of life. More specifically, effective performance management ensures that individual goals are aligned with organizational goals, so that key performance indicators for employees are linked to those of the organization, and the contribution people can make to organizational performance is therefore defined.

2.2.3 Training and Development Practice

2.2.3.1 Training and Development

Training improves the knowledge, skills and attitudes of employees for the short-term, particular to a specific job or task. It includes –Employee Orientation, Skills & Technical Training, Coaching, and Counseling. On the other hand, Development helps to prepare for future responsibilities, while increasing the capacity to perform at a current job. It includes– Management Training, Supervisor Development.

Training and development needs may occur at three organizational levels namely; (1) strategic level where needs are determined by top management while considering organizations goals, mission, strategy and problems, which need to be resolved or fixed (2) tactical level where needs are determined with middle management while considering developments needs to the coordination and cooperation between organization units and (3) operational level where needs are determined with lower executive management and other employees while considering problems related to operations such as performance problems of individual workers and departments in subject.

In order to enable an organization formulate human resource training and development goals that will enable both formal and informal human resource training and development methods and programs create a workforce that enables effectiveness and competitiveness, it is worth giving consideration to, providing proper coordination as well as proper incorporation of the needs within the three levels (Wognum, 2001).

According to Boston et al (2011) training and development is a very important tool for an organization to compete in this challenging and changing world. Facing fierce competition and ever rapidly changing market environments, large corporations must find ways to improve productivity, efficiency, customer service, staff retention and other key drivers of corporate profitability (Training and development) should they want to be more profitable and be competitive in the industry (Nguyen, 2009).

Many organizations have over the years introduced good manpower training and development strategies in order to enhance better employee performance at work and increase their productivity. However, the efforts of such strategies in most cases have always been jeopardized in most organizations, as a result of some factors that impede against the achievement of their objectives. Some of the impeding factors include recruitment/selection problems, training procedure and inadequate facilities, government policy, the economy and labor legislation (Nguyen, 2009).

According to Armstrong (2006) training and development program should be done systematically. Because it is explicitly structured, planned and affected or implemented to achieve the required needs. That is to say that good training and development program should involve the following essential steps: determine training needs assessment,

developing objectives developing training methods, identifying the trainees and finally evaluating the effectiveness of training development program.

Employee Development Programs are designed to meet specific objectives, which contribute to both employee and organizational effectiveness. There are several steps in the process of management development (Kulkarni, 2013). These includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs and measuring the impact of training on participants quality of work life. In simple way, it can be denoted as per the following formula (Kulkarni, 2013).

Employee development implies continuous learning opportunities for employees to develop their skills in order to improve or sustain performance and leadership (Meyer, 2007). Nadler (1984) noted that all the human resource development activities are meant to either improve performance on the present job of the individual, train new skills for new job or new position in the future and general growth for both individuals and organization so as to be able to meet organization's current and future objectives.

There are broadly two different methods that organizations may choose from for training and developing skills of its employees. These are on-the-job training given to organizational employees while conducting their regular work at the same working venues and off-the-job training involves taking employees away from their usual work environments and therefore all concentration is left out to the training.

Training is systematic development of the knowledge, skills and attitudes required by an individual to perform adequately a given task or job (Armstrong, 2001). The term 'training' indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs (Aswathappa, 2000). Training helps in updating old talents and developing new ones. Successful candidates placed on the jobs need training to perform their duties effectively.

The principal objective of training is to make sure the availability of a skilled and willing workforce to the organization (Kulkarni, 2013). In addition to that, there are four other objectives: Individual, Organizational, Functional, and Social. Training objectives tell the trainee that what is expected out of him at the end of the training program (Karthik, 2012). Training objectives are of great significance from a number of stakeholder perspectives; trainer, trainee, designer, evaluator.

According to Armstrong (2001) training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. Employees who feel knowledgeable and comfortable in their surroundings will more often feel successful and content with their position (Robert, 2008).

2.2.3.2 Benefits of training

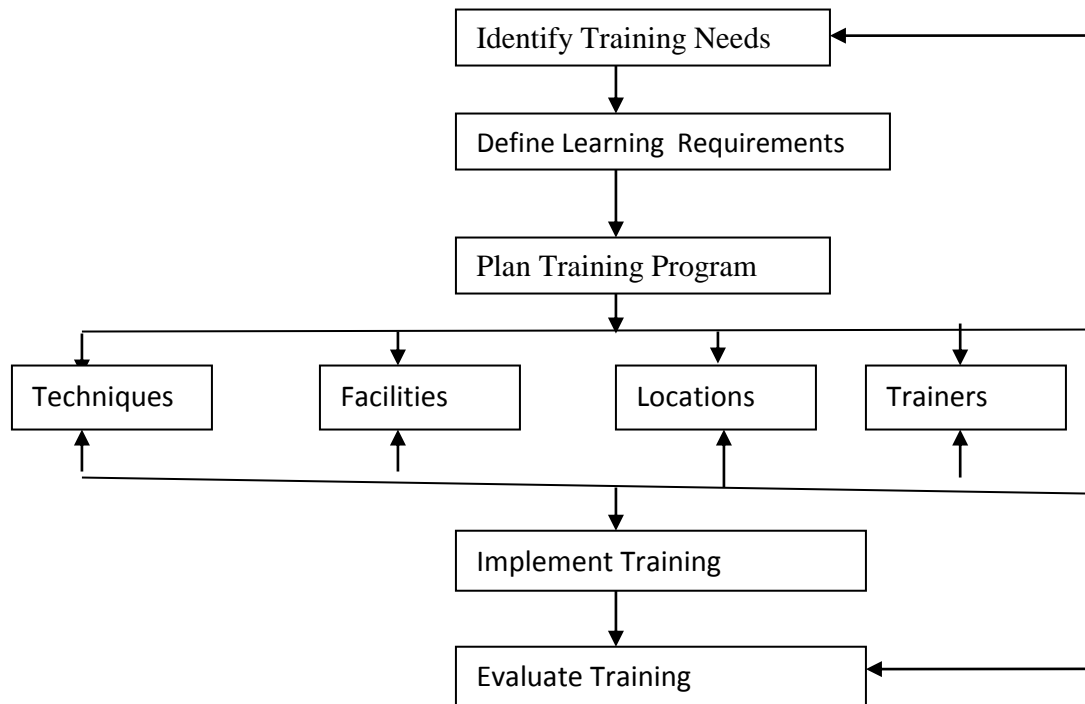
The main purpose of training is to acquire and improve knowledge, skills and attitudes towards work related tasks. It is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals and organizations. There are so many benefits associated with training. Cole (2002) summarizes these benefits as below:

- 1) High morale – employees who receive training have increased confidence and motivations;
- 2) Lower cost of production – training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste;
- 3) Lower turnover – training brings a sense of security at the workplace which in turn reduces labor turnover and absenteeism is avoided;
- 4) Change management – training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations;
- 5) Provide recognition, enhanced responsibility and the possibility of increased pay and promotion;
- 6) Help to improve the availability and quality of staff

Most of the benefits derived from training are easily attained when training is planned. This means that the organization, trainers and trainees are prepared for the training well in advance. Planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance.

Planned training according to Kenney and Reid consists of the following steps: Identify and define training needs, define the learning required in terms of what skills and knowledge have to be learnt and what attitudes need to be changed, define the objectives of the training, plan training programs to meet the needs and objectives by using right combination for training techniques and locations, decide who provides the training , evaluate training, amend and extend training as necessary (Kenney & Reid, 1986).

Figure 2.2 The Process of Planned Training



(Source: Armstrong Michael (1995))

2.2.4 Reward Management Practices

2.2.4.1 Reward Management

Armstrong (2010) explain that reward management is concerned with the formulation and implementation of strategies and policies, aimed at rewarding people fairly, equitably and consistently in accordance with their value to the organization and thus help the organization to achieve its strategic goals. It deals with the design, implementation and maintenance of reward systems (reward processes, practices and procedures) that aim to meet the needs of both the organization and its stakeholders.

Reward management practice is one of the strategies used by human resource managers for attracting and retaining suitable employees as well as facilitating them to improve their performance. Therefore human resource managers must design reward structures that facilitate the organizations strategic goals and the goals of individual employees

(Maund, 2001). Fundamental purpose is to provide positive consequences for contributions to desired performance (Wilson, 2003).

2.2.4.2 Purposes and Forms of Reward Management

The main purpose of reward is to attract the right people and provide interest to motivate by some types of rewards, so that employees are dedicated to maintain high level of performances. Other purpose of reward is acknowledging individuals for their contribution and performances moreover should foster loyalty and pride in so that employee want to stay and strive to do their best (Rose, 2014).

Financial Rewards

These are types of rewards given in the form of monetary pay that may be given directly or indirectly to employee. The direct form of payment incorporate base pay/ salary, merit pay/cost of living adjustments, incentives, bonuses, and others, that are directly given to employee(Milkovich et al, 2009). On the other hand indirect form of payments are provided in the form of employee benefits such as pensions, holidays, and varied fringe benefits such as medical cost coverage, cafeteria benefit, etc. They are also known as transactional rewards

Non-Financial Rewards

Rewards that do not involve any direct payments and often arise from the work itself, for example achievement, autonomy, recognition, promotion, scope to use and develop skills, training, career development opportunities, working condition and high-quality leadership (Armstrong and Helien, 2005). Non-financial rewards can be focused on the needs most people have, although to different degrees, for achievement, recognition, responsibility, influence and personal growth. Recognition

Recognition of work is the essence of securing good work. It is one of the most powerful motivators. Efficient people would naturally like to get recognition for their skill and excellence in their work. Such recognition can do many things that what a cash reward can do. Armstrong and Helien (2005), underlined on the point that, recognition is supposed to be given judiciously. That is, it must be related to real achievements of employees. The recognition given will have a great impact if it is followed by provision of achievement bonuses awards.

Intrinsic and Extrinsic Rewards

Intrinsic rewards are an intrinsically motivated individual will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. Extrinsic rewards, on the other hand, are external to the job itself. An extrinsically motivated person will be committed to the extent that he can gain or receive external rewards for his or her job (Armstrong & Helien, 2007).

Total reward is the combination of financial and non-financial rewards available to employee. It comprises of total remuneration (base or basic pay, job evaluation, market rate analysis, grade and pay structures, contingent pay, employee benefits, performance management and non-financial rewards - rewards that do not involve any direct payments and often arise from the work itself, for example, achievement, autonomy, recognition, promotion, scope to use and develop skills, training, career development opportunities, working condition and high quality leadership (Armstrong, 2006).

2.3 Empirical Reviews

Here different empirical literature reviews are presented containing different studies about human resource practices like recruitment and selection, performance management ,training and development and reward management that have also influence on employee's performance.

Ombui, K., Elegwa, M., & Gichuhi, A.(2014), conducted a study on “ The Influence of Recruitment and Selection on the Performance of Employees in Research Institutes in Kenya”. The result showed that the correlation between employee performance and recruitment and selection were highly significant.

Ekwoaba, J., Ikeje, U., and Ufoma, N. (2015), in a study of the impact of recruitment and selection criteria on organizational performance revealed that recruitment and selection criteria have significant effect on organization’s performance that the more objective the recruitment and selection criteria, the better the organization’s performance.

Morris, N. & Jane, M. (2017) concluded from his study findings that enacting performance management system enhances employee performance through setting individual objectives that are derived from overall organizational goals and identifying skills gap. Zhang (2012) highlighted on his study that the major aims of performance management system as to ensure that -the work performed by employees accomplishes the work of the company; employees have a clear understanding of the quality and quantity of work expected from them; employees receive ongoing information about how effectively they are performing relative to expectations.

Training is necessary for the employees to perform particular job because most jobs require specific skill and knowledge by which the job is much easier to perform as it is in

the benefit of the employee. Qureshi et al (2007) came to the conclusion that training as an human resource management practice has a very positive impact on the performance of the employees since a highly positive correlation was found in that study. Additionally Raji et al , (2011) concluded from finding of their study that On the Job Training, Training Design and Delivery style have significant affect on organizational performance and all these have positively affect the organizational performance. It means it increases the overall organizational performance.

Lotta, L. (2012) studied the impact of financial and non financial rewards on employee motivation and concluded that the importance of rewarded employees is very significant towards employee performance among many companies.

Employees take recognition as their feelings of value and appreciation and as a result it boosts up morale of employee which ultimately increases productivity of organizations. On their study Rizwan, Q. , and Ali, U. (2010) showed that rewards playing a vital role in determining the significant performance in job and it is positively associated with the process of motivation.

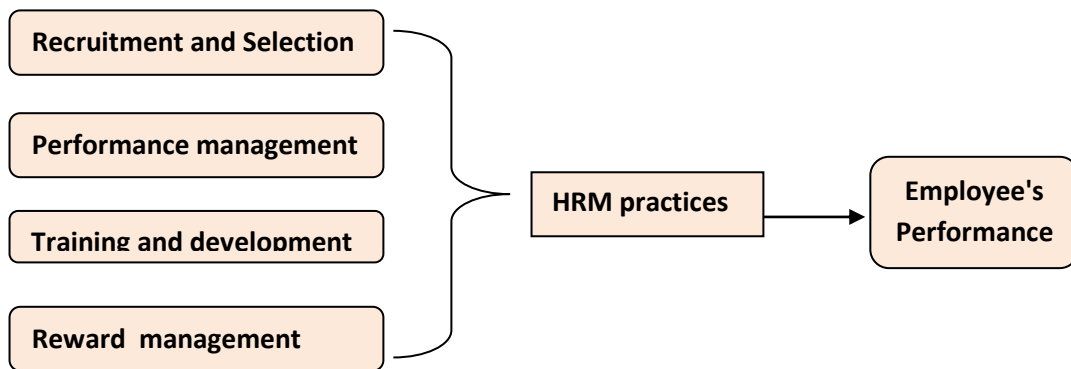
The result of the study of Oladejo M., & Yinus, O.(2014) showed that compensation plan has significant and positive effect on workers performance which will eventually increase the overall performance of the organization. Compensation system was also found to be the backbone of all policies concerning the acquisition and utilization of human resources. The result of other study also indicated that there is a statistical significant relationship between rewards with employee work performance and rewards have a positive influence on employee work performance (Rashmi, R., &Umesh M., 2017).

Regarding the human resource management practices the finding of a study of Devender, S.(2014) showed that human resources practices i.e. job performance in organization are correlated with human resource practices (compensation, performance evaluation process & promotion practices) . Akram et al (2016) on their study findings have reported that human resource management practices (recruitment and selection, training and development, compensation and incentives, performance appraisal) are positively related to employee's performance.

2.4 Conceptual Frame Work of the Study

With reference to the literature review and the research problem, this conceptual framework has been developed. The purpose of the study is to assess the problems of selected human resource management practices and what employees perceive these practices influencing their performance.

Fig 2.3 Conceptual frame work of human resource management practices



Chapter 3. Research Design and Methodology

3.1 Introduction

This study is aimed at examining the human resource management practices of Ethiopian Broadcasting Corporation. This chapter discusses the research design, study population, sample and sampling techniques, data collection instruments that had been used in obtaining the required data , data analysis techniques , validity and reliability of instruments and ethical considerations.

3.2 Research Design

The research is descriptive type and studies human resource management practice in Ethiopian Broadcasting Corporation on selected samples from the corporation employees. This is because of the various intention of the study that describes the existing practices of human resource management in the corporation.

The four human resource management practices that are included in this study are recruitment and selection, training and development, performance management and reward management practices. The population of the study considers all 2200 employees who are working in the corporation in three main categories like journalist, technology workers and supportive staffs. Then systematic random sampling method used to select respondents from the population.

3.3 Research population, Sample and Sampling Techniques

Population of interest is homogeneous and population studies are more representative because everyone has an equal chance to be included in the final sample that is drawn. The target population for this study is the 2200 employees of Ethiopian Broadcasting Corporation.

A sample is a selection of a group of people or events from a population to be able to find out true facts about the sample that would be true of the population. This becomes necessary as the entire population that couldn't be studied due to the size, inaccessibility, time and financial constraints.

Based on probability sampling procedure, systematic sampling techniques used for selecting respondents and then taking employees those exist in working place that helped to collect data in the time scheduled.

Yamane (1967) provided a simplified formula to calculate sample sizes. A 95% confidence level and $P = 0.5$ are assumed and $n = N / (1 + N(e^2))$ Where n is the sample size, N is the population size, and e is the level of precision. With this formula considering confidence level 95% and confidence interval /margin of error/ (\pm) 5% of the data then from the 2200 population sample size is calculated to be 338 participants.

3.4 Data Collection

The data for this study drawn from primary sources which are original data that had been collected and analyzed by the researcher. These mainly obtained from the responses of respondents to self-completion questionnaires. Data collection instruments are tools used to collect information as part of a research.

For the purpose of the study, structured questionnaires were prepared and organized in two sections to collect the primary data. Section one considered questions regarding the general information of the respondents such as age; gender, marital status, qualification level, experience in current organization in which they belong. Section two designed considering issues of human resource management practices in the corporation.

A five point of Likert's scale was used in the second section of the questionnaire to measure the opinion of respondents on human resource management practices in the organization in which they work. Each statement rated using the 5 point rating scale. The scaling, where SA= Strongly Agree, A=Agree, UD=Undecided, D= Disagree, SD=Strongly Disagree, had been used for analyzing purpose. At the end open ended questions were added that encouraging respondents to share as much information as possible providing a frame of reference for their answers.

The questionnaires were originally developed in English and then translated to Amharic as it was the most appropriate to the working language of the organization and to address and help all employees including lower levels to respond freely and understandably. Back translation to English had conducted to validate the Amharic translation. After finalizing the questionnaire, the researcher first proceed pilot test on amharic language versions of the questionnaire.

Finally, the researcher distributed 338 questionnaires to the selected sample to respond accordingly and collected the filled questionnaires from the respondents. Among the 338 distributed 291 questionnaires were collected and used for analysis purpose.

3.5 Data Analysis Techniques

Data that were collected has been sorted through applicable table. The necessary analytical devise, such as frequency, mean and percentage were in place to verify the facts associated with basic questions of HRM practices in Ethiopian Broadcasting Corporation and analyzed by the Statistical Package for Social Sciences(SPSS) version 20.0.

3.6 Validity and Reliability of Instrument

Validity explains how well the collected data covers the actual area of investigation (Ghauri and Gronhaug, 2005). Validity basically means that it measure what is intended to be measured (Field, 2005). To ensure content validity of instruments/i.e the questionnaire/ the researcher constructed the instrument with all the items that measure variables of the study. The researcher also had consulted the advisor for proper guidance . Reliability refers to the extent to which the data collection techniques would yield consistent findings. Reliability concerns the extent to which a measurement of a phenomenon provides stable and consist result (Carmines and Zeller, 1979). Reliability is also concerned with repeatability. The researcher pilot tested the instrument with 25 respondents of the sample and then analyzed the data using SPSS for the reliability of the instrument.

In the present study, the researcher used Cronbach's alpha scale as a measure of reliability. The study computed separate and combined reliability estimates, which are similar to the normally used coefficient alpha statistics. Cronbach value beyond ($\alpha = .7$) signifies acceptable reliability (Cuieford, 1965).

Recruitment & selection practice was measured by 9 items and had a Cronbach's alpha of ($\alpha = .810$), employees' performance management practice was measured through 10 items with Cronbach's alpha of ($\alpha = .824$), training & development practices was measured through 8 items with ($\alpha = .814$) Cronbach's alpha value and reward management the last HRM practice of the study was also measured by 7 item scale with Cronbach's alpha ($\alpha = .85$).

The internal consistency reliability of the measurers used in the study can be considered to be good and reliable. It is observed that the scale of the present study was highly reliable for data analysis.

3.7 Ethical Consideration

Upholding high ethical standards remained essential and a priority during the research. Respect for privacy and confidentiality were also paramount so as to build trust with the participants.

Obtaining informed consent from research participants implies that they grant their permission to participate in a study. It also implies that they understand the nature of the research, as well as what their participation will involve (Israel, 2015).

All participants' information kept private and confidential. The participants also participated voluntarily even need to have right to withdraw partly or completely from the process.

Participants provided with a survey questionnaire and in its cover there had been a brief explanation of the purpose of the survey and its benefits and details regarding participant's confidentiality.

To ensure anonymity, respondents need was not allowed to indicate their names in the questionnaire and the researcher himself ensured that no individual would be implicated in the study. Since anonymity was there, respondents were expected to give honest responses without fear of any act.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The previous chapter covered the research methods used for data collection and data analysis and discussed the reasons why the researcher employed those research methods in this study. This chapter presents the analysis of the results and discussion based on the findings of the current research in three parts. It begins by describing the demographic profile of the respondents. Secondly it describes results of opinion of respondents towards each practice of human resource management of the study: practices of recruitment and selection, performance management, training and development and reward management. The data were processed and presented in tables, graphs and statistical representations using SPSS. Interpretations have given on processed data collected from the field that sought to see the current situations of the HRM practices of the organization under study. Finally the average opinions of participants also described to see the overall position of opinions of participants on described practices of human resource management and their influence on employees performance.

4.2 Response Rate and Demographic Data

4.2.1 Response rate

The data for this study was collected in the month of Mar 2019 using survey questionnaire to the sample 338 respondents in the organization. The survey questionnaires were distributed to the participants, out of the 338 sample respondents 291 respondents filled and returned the questionnaires making a response rate of 86.1%. 25 of

the questionnaires were not returned and 22 questionnaires were not usable because they were not filled properly.

4.2.2 Demographic data

This section briefly describing the presentation and analyzing of general information of respondents collected through structured questionnaire. Seven questions had been used for collecting general information from the respondents. General information includes gender, education qualification, age, service year, marital status, working area and position of employees.

a) Gender of the participants

The participants were asked about their gender in the survey, the result is shown in the following table.

Table 4.1 Gender of respondents

Gender				
Category	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	178	61.2	61.2	61.2
Valid Female	113	38.8	38.8	100.0
Total	291	100.0	100.0	

Source: Researcher's field survey Mar 2019

The gender distribution of the participants has shown in table 4.1 majority of the respondents were male (n = 178) representing 61.2 % of the sample, while females were (n = 113), representing 38.8% of the sample.

b) Age of participants

The participants were asked about their age in the survey, the result is shown in the following table.

Table 4.2 Age of participants

Age of Participants				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 20 years	8	2.7	2.7
	20 to 29 years	31	10.7	13.4
	30 to 39 years	107	36.8	50.2
	40 to 49 years	96	33.0	83.2
	50 years and above	49	16.8	100.0
	Total	291	100.0	100.0

Source: Researcher's field survey Mar 2019

The participants could choose one of the five age range alternatives as shown in the table. The result demonstrated that the majority of participants are in the age between 30-39 years, which occupies 36.8% of total participants. The next highest number of participants is in the age of between 40-49 years, which accounts for 33.0%. In addition, the lowest number of participants is in the age of less than 20 years, which is only 2.7%.

c) Educational qualification of participants

The participants were asked about their age in the survey, the result is shown in the following table.

Table 4.3 Educational level of Participants

Educational level of Participants				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below Diploma	46	15.8	15.8
	Diploma	85	29.2	45.0
	Degree	129	44.3	89.3
	Masters and above	31	10.7	100.0
	Total	291	100.0	100.0

Source: Researcher's field survey Mar 2019

Here participants were asked to state their level of education. There are 4 choices which are (1) below diploma, (2) diploma, (3) degree, (4) masters and above that participants can choose. From the table above the result of the survey demonstrates that the majority of participants, which covers 44.3% of total participant rate have degree for the highest number for education level, followed by the participants who achieve diploma, below diploma and masters and above which cover 29.2%, 15.8 % , and 10.7% respectively.

d) Service years of the participants

The participants were asked about their working experience in the organization under study in the survey, the result is shown in the following table

Table 4.4 Service years of participants in the org

Sevice years of participants in the organization				
	Frequency	Percent	Valid Percent	Cumulative Percent
below 1 year	21	7.2	7.2	7.2
1 to 5 years	31	10.7	10.7	17.9
6 to 10 years	82	28.2	28.2	46.0
11 to 20 years	85	29.2	29.2	75.3
Above 20 years	72	24.7	24.7	100.0
Total	291	100.0	100.0	

Source: Researcher's field survey Mar 2019

The study attempted to establish the working experience of respondents. Each respondent was requested to indicate their level of work experience. There were five options provided for participants. The result illustrated that the majority of respondents have work experience in the organization between 11-20 years, which occupy 29.2% of the percentage of total participation, followed by the participants who have work experience between 6-10 years, 28.2%. Among them, the employees who have work experience in between 1-5 years, 10.7 % . It is interesting to note that the lowest numbers of

participants are people who have experienced less than 1 year, which covers only 7.2% of the total participation rate.

e) Marital status of the participants

Table 4.5 Marital status of the participants

Mrtial Status				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	254	87.3	87.3
	Single	37	12.7	100.0
	Total	291	100.0	100.0

Source: Researcher's field survey Mar 2019

Above on table 4.5 related to the marital status of the respondents, majority 87.3% of the participants found to be married, and 12.7% of the participants had been Single,

f) Working area of the participants in the organization

Table 4.6 Working area of the Participants

Working area of the Participants				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Editorial area	97	33.3	33.3
	Media technology	122	41.9	75.3
	Supportive area	72	24.7	100.0
	Total	291	100.0	100.0

Source: Researcher's field survey Mar 2019

Above on table 4.6 related to the working area of participants based on their experience. 33.3% of the participants were working in editorial working areas, the majority 41.9% of the participants were working in media technology area, and 24.7% of the participants were working as supportive staff.

g) Position of participants in the organization

Table 4.7 Position of participants in the organization

Position of Participants in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Employee at lower level	245	84.2	84.2	84.2
Team Leader	32	11.0	11.0	95.2
Desk Coordinator	2	.7	.7	95.9
Department Head	10	3.4	3.4	99.3
Division head	2	.7	.7	100.0
Total	291	100.0	100.0	

Source: Researcher's field survey Mar 2019

As depicted in table 4.7 above, participants asked about their working position in the organization . 11 % of the participants are team leaders, desk coordinators and division head positions each are 7% . The department position took 3.4 % of the participants and most participants are lower level employees which occupies 84.2 %.

4.3 Findings

This section presents the findings from the questionnaire survey. This section covers four main topics which are employees' opinions on recruitment and selection practices, performance management practices, training and development practices and reward management practices. For each question respondents opinion was measured on five point likert scale having items like Strongly Disagree, Disagree, Undecided (neither agree nor disagree), Agree, and Strongly Agree.

4.3.1 Recruitment and Selection Practices

Here the respondents asked nine questions to give their opinions about the current situations of the recruitment and selection practices. The response of respondents of these questions presented in the following two tables, table 4.8 and table 4.9.

Table 4.8 Participants response for the first five questions about recruitment and selection practices of their organization

		Ag ree Sto ngl y	Ag ree	Undecided Neither Agree nor disagree	Dis agr ee	Dis agre e stro ngly	Total Perce nt
1	Recruitment and selection of employees based on human resource strategic plan	8%	26%	30%	31%	6%	100%
2	Recruitment and selection based on properly established job descriptions of a position	8%	19%	11%	36%	26%	100%
3	Provision of adequate and relevant information about the organization and job to the candidates	34%	43%	7%	12%	4%	100%
4	Placing the right person for the right job	4%	23%	33%	33%	7%	100%
5	Selection of a candidate that strictly based on employees merit	31%	52%	4%	9%	4%	100%

Source: Researcher's field survey Mar 2019

According to the information in table 4.8, in the first statement, 37% of participants disagree or strongly disagree for recruitment and selection of employees based on human resource strategic plan and 30% of participants neither agree nor disagree on it. In the second statement, 62% of participants disagree or strongly disagree for recruitment and selection based on properly established job descriptions of a position and 11% of participants neither agree nor disagree. In the third statement, 77% of participants agree or strongly agree for provision of adequate and relevant information about the organization and job to candidates and 7% of participants neither agree nor disagree. In the fourth statement, 40% of participants disagree or strongly disagree for placing the

right person for the right job and 33% of participants neither agree nor disagree and in the fifth statement , 83% of participants agree or strongly agree for selection of a candidate that strictly based on employees merit and 4% of participants neither agree nor disagree.

Table 4.9 Participants response for the next four questions about recruitment and selection practices

		Agree strongly	Agree	Undecided Neither Agree nor disagree	Disagree	Disagree strongly	Total Percent
6	Selection tests conducted by trained and impartial people	1%	23%	16%	36%	24%	100%
7	For vacancies first chance is give to internal recruitment with promotion and transfer of employees	4%	22%	3%	38%	33%	100%
8	In our organization recruitment and selection mechanism is attractive to applicants	0%	19%	39%	39%	3%	100%
9	The selection methods of our organization help me to improve my performance.	1%	15%	18%	36%	29%	100%

Source: Researcher's field survey Mar 2019

According to the information in table 4.9, in the first statement, 60% of participants disagree or strongly disagree for selection tests conducted by trained and impartial people and 16% of participants neither agree nor disagree. In the second statement, 71% of participants disagree or strongly disagree for vacancies that first chance is give to internal recruitment with promotion and transfer of employees and 3% of participants neither agree nor disagree. In the third statement, 42% of participants disagree or strongly disagree for recruitment and selection mechanism is attractive to applicants and 39% of participants neither agree nor disagree. In the fourth statement, 65% of participants

disagree or strongly disagree for selection methods of their organization help them to improve their performance and 18% of participants neither agree nor disagree.

4.3.2 Performance Management Practices

Here the respondents asked ten questions to give their opinion about the current situations of the performance management practices in their organization. The response of respondents of these questions presented in the following two tables, table 4.10 and table 4.11.

Table 4.10 participants response for the first five questions about performance management practices

		Agree strongly	Agree	Undecided Neither Agree nor disagree	Disagree	Disagree strongly	Total Percent
1	There is a well planned performance management system to evaluate employees	32%	44%	9%	11%	4%	100%
2	Every Performance evaluation mechanism take place based on each employee agreement	1%	19%	10%	43%	28%	100%
3	Our organization evaluates our performance continuously at regular intervals.	1%	22%	10%	34%	33%	100%
4	Our organization evaluate my performance individually	37%	48%	6%	4%	4%	100%
5	Our organization evaluate our team performance.	4%	22%	12%	34%	27%	100%

Source: Researcher's field survey Mar 2019

According to the information in table 4.10, in the first statement, 76% of participants agree or strongly agree for there is a well planned performance management system to evaluate employees and 9% of participants neither agree nor disagree. In the second

statement, 71% of participants disagree or strongly disagree for that every performance evaluation mechanism take place based on each employee's agreement and 10% of participants neither agree nor disagree. In the third statement, 67% of participants disagree or strongly disagree for that their organization evaluates their performance continuously at regular intervals. and 10% of participants neither agree nor disagree. In the fourth statement , 85% of participants agree or strongly agree for that their organization evaluate their performance individually and 6% of participants neither agree nor disagree and in the fifth statement , 61% of participants disagree or strongly disagree for that their organization evaluate their team performance. and 12% of participants neither agree nor disagree.

Table 4.11 Participants response for the next five questions about performance management practices

		Ag ree stro ngly	Ag ree	Undecided Neither Agree nor disagree	Dis agre e	Disagr ee strong ly	Total Perce nt
6	I receive proper feedback individually on how I am performing regularly	2%	22%	14%	34%	29%	100%
7	We receive proper feedback as a team on how we are performing regularly	1%	35%	30%	26%	8%	100%
8	I feel our performance management system is fair and objective	3%	16%	25%	36%	19%	100%
9	In our organization performance management system help to identify our developmental needs improve my performance.	0%	22%	14%	37%	27%	100%
10	Our organization performance system help me to improve my performance	0%	14%	25%	48%	13%	100%

Source: Researcher's field survey Mar 2019

According to the information in table 4.11, in the first statement, 63% of participants disagree or strongly disagree for that they receive proper feedback individually on how they are performing regularly and 14% of participants neither agree nor disagree. In the second statement, 36% of participants agree or strongly agree for that they receive proper feedback as a team on how they are performing regularly and 30% of participants neither agree nor disagree. In the third statement, 55% of participants disagree or strongly disagree that they feel their performance management system is fair and objective and 25% of participants neither agree nor disagree. In the fourth statement, 64% of participants disagree or strongly disagree for that in their organization performance management system help to identify their developmental needs that improve their performance. and 14% of participants neither agree nor disagree and in the fifth statement , 61% of participants disagree or strongly disagree for that their organization performance system help them to improve their performance and 25% of participants neither agree nor disagree.

4.3.3 Training and Development Practices

Here the respondents asked eight questions to give their opinion about the current situations of the training and development practices in their organization. . The response of respondents of these questions presented in the following two tables, table 4.12 and table 4.13.

.Table 4.12 Participants response for five questions about training and development practices

		Agree strongly	Agree	Undecided Neither Agree nor disagree	Disagree	Disagree strongly	Total Percent
1	In our organization training needs are identified periodically	32%	36%	11%	18%	3%	100%
2	The training programs are designed to fill our performance gaps	10%	30%	20%	26%	14%	100%
3	In the organization every training is evaluated by participants	31%	42%	11%	12%	3%	100%
4	I am selected for training programs that suit my job needs most	0%	17%	19%	49%	15%	100%

Source: Researcher's field survey Mar 2019

According to the information in table 4.12, in the first statement, 68% of participants agree or strongly agree for that in their organization training needs are identified periodically and 11% of participants neither agree nor disagree. In the second statement, 40% of participants agree or strongly agree for that training programs are designed to fill their performance gaps and 20% of participants neither agree nor disagree. In the third statement, 73% of participants agree or strongly agree for that in their organization every training is evaluated by participants and 11% of participants neither agree nor disagree and in the fourth statement, 64% of participants disagree or strongly disagree for that they are selected for training programs that suit their job needs most and 19% of participants neither agree nor disagree.

table 4.13 Participants response for the next four questions about training and development practices

		Agree strongly	Agree	Undecided Neither Agree nor disagree	Disagree	Disagree strongly	Total Percent
5	In our organization job training carries out for every new employee to give them appropriate knowledge	27%	45%	11%	15%	2%	100%
6	Training and development integrated with performance management system	29%	44%	12%	12%	3%	100%
7	I have training opportunities to learn and grow in our organization.	5%	17%	16%	40%	22%	100%
8	The training program help me performing my present job effectively	3%	10%	22%	48%	16%	100%

Source: Researcher's field survey Mar 2019

According to the information in table 4.13, in the first statement, 72% of participants agree or strongly agree for that in their organization job training carries out for every new employee to give them appropriate knowledge and 11% of participants neither agree nor disagree. In the second statement, 73% of participants agree or strongly agree for that training and development integrated with performance management system and 12% of participants neither agree nor disagree. In the third statement, 62% of participants disagree or strongly disagree for that they have training opportunities to learn and grow in their organization. and 16% of participants neither agree nor disagree and in the fourth statement , 64% of participants disagree or strongly disagree for that training program help them performing their present job effectively and 22% of participants neither agree nor disagree.

4.3.4 Reward Management Practices

Here the respondents asked seven questions to give their opinion about the current situations of the reward management practices in their organization. The response of respondents of these questions presented in the following table

Table 4.14 Participants response about reward management practices

		Agree Strongly	Agree	Undecided Neither Agree nor disagree	Disagree	Disagree strongly	Total Percent
1	Our organization has a fair reward management system.	5%	19%	32%	35%	9%	100%
2	Our organization has consistent reward management plan.	3%	5%	13%	56%	22%	100%
3	Our organization incentive mechanism is motivating me.	7%	22%	27%	34%	10%	100%
4	Our organization recognize individual employee contribution with his/her best performance	0%	11%	18%	51%	20%	100%
5	Our organization recognize best team work with their performance	0%	2%	24%	55%	19%	100%
6	Reward management system plan is linked with performance management system	7%	18%	33%	30%	12%	100%
7	Our organization reward mechanism is helping to increase my performance	0%	3%	22%	54%	22%	100%

Source: Researcher's field survey Mar 2019

According to the information in table 4.14, in the first statement, 44% of participants disagree or strongly disagree for that their organization has a fair reward management system and 32% of participants neither agree nor disagree. In the second statement, 78% of participants disagree or strongly disagree for that their organization has consistent reward management plan .and 13% of participants neither agree nor disagree. In the third

statement, 44% of participants disagree or strongly disagree that their organization incentive mechanism is motivating them and 27% of participants neither agree nor disagree. In the fourth statement , 71% of participants disagree or strongly disagree for that their organization recognize individual employee's contribution with their best performance and 18% of participants neither agree nor disagree.

In the table 4.14 in the fifth statement, 74% of participants disagree or strongly disagree for that their organization recognize best team work with their performance .and 24% of participants neither agree nor disagree. In the sixth statement, 42% of participants disagree or strongly disagree that reward management system plan is linked with performance management system and 33% of participants neither agree nor disagree and in the seventh statement, 76% of participants disagree or strongly disagree for that their organization reward mechanism is helping to increase my performance and 22% of participants neither agree nor disagree.

4.3.5 Participants responses on human resource management practices

Here average of items of each human resource management practices had calculated to see the central tendency of opinions of respondents towards each human resource management practices.

4.3.5.1 Recruitment and selection practices

Table 4.15 Item Statistics of Recruitment and selection practices

	N	Mean	Std. Deviation
Recruitment and selection Q1	291	2.98	1.058
Recruitment and selection Q2	291	2.47	1.276
Recruitment and selection Q3	291	3.91	1.112
Recruitment and selection Q4	291	2.84	.989
Recruitment and selection Q5	291	3.98	1.032
Recruitment and selection Q6	291	2.43	1.131
Recruitment and selection Q7	291	2.25	1.236
Recruitment and selection Q8	291	2.74	.804
Recruitment and selection Q9	291	2.24	1.071
Valid N (listwise)	291		

Source: Researcher's field survey Mar 2019

Table 4.15 represents the item statistics of recruitment and selection practices according to employees opinion. A mean of 3.98 shows that employees agree that appointment in their organization is based on merit. Participants also agree that applicants are fully informed about the qualifications required to perform the job before being hired; this is represented by a mean of 3.91.

Respondents have taken a position that neither agree nor disagree for the questions they asked that their recruitment and selection of employees based on human resource strategic plan of their organization with mean 2.98, placing the right person in the right job with mean 2.84 and also recruitment and selection mechanism is attractive to applicants with mean 2.74.

Respondents disagree for the questions asked that their organization recruitment and selection based on properly established job descriptions of a position with mean 2.47, selection tests conducted by trained and impartial people with mean 2.43, for vacancies first chance is given to internal recruitment with promotion and transfer of employees

with mean 2.25. Finally they disagree for question asked that the selection methods of the organization helped them to improve their performance with mean 2.24.

Table 4.16 Summary Item Statistics on recruitment and selection practice

	Mean	Minimum	Maximum	Range	N of Items
Item Means	2.87	2.24	3.98	1.74	9

Source: Researcher's field survey Mar 2019

Table 4.16 shows summary item statistics of recruitment and selection practices carried out by the organization under study. The table gives an average mean of 2.87 which means that respondents were neither agree nor disagree to the practices related to recruitment and selection in their organizations.

The minimum mean of 2.24, stands for the item with the least agreement with the impact of recruitment and selection practice to their performance. The viewpoint expressed by the mean of 2.24 means that neither agree nor disagree for the selection methods of their organization help them to improve their performance.

The maximum mean of 3.98 stands for the item with the most agreement on opinion that selection of a candidate in their organization is strictly based on employees' merit.

4.3.5.2 Responses on performance management practice

Table 4.17 Item Statistics of Performance Management Practice

	N	Mean	Std. Deviation
Performance Mang Q1	291	3.89	1.092
Performance Mang Q2	291	2.22	1.079
Performance Mang Q3	291	2.23	1.152
Performance Mang Q4	291	4.10	.986
Performance Mang Q5	291	2.43	1.228
Performance Mang Q6	291	2.35	1.166
Performance Mang Q7	291	2.97	.987
Performance Mang Q8	291	2.48	1.081
Performance Mang Q9	291	2.31	1.103
Performance Mang Q10	291	2.39	.878
Valid N (listwise)	291		

Source: Researcher's field survey Mar 2019

Table 4.17 represents the item statistics of performance management practices according to employees opinion. A mean of 3.89 shows that employees agree that in their organization there is a well planned performance management system to evaluate employees. Participants also agree that their organization evaluate their performance individually; this is represented by a mean of 4.10.

Respondents have taken a position that neither agree nor disagree for the questions they asked that they were receiving proper feedback as a team on how they were performing regularly, this is represented by a mean of 2.97.

Respondents disagree for the given item that they were asked that every performance evaluation mechanism take place based on each employee agreement with mean 2.22, evaluation of their performance continuously at regular intervals with mean 2.23, evaluation of their team performance with mean 2.43,

The respondents also disagree for the given item that they receive proper feedback individually on how they were performing regularly with mean 2.35, they feel their performance management system was fair and objective with mean 2.48, in their organization performance management system help to identify their developmental needs with mean 2.31 and their organization performance system help them to improve their performance with mean 2.39.

Table 4.18 Summary Item statistics on performance management

	Mean	Minimum	Maximum	Range	N of Items
Item Means	2.73	2.22	4.10	1.88	10

Source: Researcher's field survey Mar 2019

Table 4.18 above represents the summary of item statistics in connection to the viewpoints of respondents on performance management practices. The average mean of 2.73 clearly shows that averagely respondents maintain neutrality in relation to items under performance management practices of their organizations. This means that employees neither agree nor disagree to questions asked on the performance management practices.

The item with the minimum mean of 2.22 represent the least agreements on employees are provided their every performance evaluation mechanism take place based on each employee agreement. The item with the maximum mean of 4.10 represents the most agreements on opinion that their organization evaluate their performance individually.

4.3.5.3 Responses on training and development practices

Table 4.19 Item Statistics of Training and Development practices

	N	Mean	Std. Deviation
Training and development Q1	291	3.77	1.159
Training and development Q2	291	2.96	1.241
Training and development Q3	291	3.86	1.086
Training and development Q4	291	2.37	.939
Training and development Q5	291	3.79	1.064
Training and development Q6	291	3.84	1.065
Training and development Q7	291	2.43	1.156
Training and development Q8	291	2.37	.983
Valid N (listwise)	291		

Source: Researcher's field survey Mar 2019

Table 4.19 covers item statistics of training and development practices carried out by the organization under study. The respondents agree for the questions that in their organization training needs are identified periodically. This is represented by the mean of 3.77. Respondents also agree that every training was evaluated by participants representing this by mean 3.86, job training carries out for every new employees representing this by mean 3.79 and their organization training and development integrated with performance management system representing with mean 3.84.

The respondents neither agree nor disagree for the questions they asked that the training programs were designed to fill their performance gaps with the mean of 2.96.

From the table 4.19 above also the respondents disagree for the questions they asked that they had selected for training programs that suit their job needs most with mean 2.37, they had training opportunities to learn and grow in their organization with mean 2.43, and also the training program helped them performing their present job effectively with mean 2.37.

Table 4.20 Summary Item Statistics on Training and Development Practices

	Mean	Minimum	Maximum	Range	N of Items
Item Means	3.17	2.37	3.86	1.49	8

Source: Researcher's field survey Mar 2019

Table 4.20 above represents the summary of item statistics in connection to the viewpoints of respondents on training and development practices. The average mean of 3.17 clearly shows that averagely, respondents maintain neutrality in relation to items under training and development practices of their organizations. This means that employees neither agree nor disagree averagely to questions asked on training and development practice.

The minimum and maximum mean of 2.37 and 3.86 represent the item with the least agreements and the item with the most agreements respectively. The item with the minimum mean 2.37; that employees are selected for training programs that suit to their job needs and the training program help them performing their present job effectively had least agreements. Finally in the organization under study every training was evaluated by participants which had shown most agreement with the maximum mean 3.86.

4.3.5.4 Responses on rewards management practices

Table 4.21 Item Statistics of rewards management practices

	N	Mean	Std. Deviation
Reward Management Q1	291	2.76	1.032
Reward Management Q2	291	2.11	.920
Reward Management Q3	291	2.81	1.092
Reward Management Q4	291	2.20	.886
Reward Management Q5	291	2.09	.701
Reward Management Q6	291	2.78	1.098
Reward Management Q7	291	2.06	.745
Valid N (listwise)	291		

Source: Researcher's field survey Mar 2019

Table 4.21 above displays the item statistics of reward management practices of the organization under study. It is indicated that the respondents neither agree nor disagree for the questions asked that their organization has a fair reward management system with mean 2.76, their organization incentive mechanism is motivating them with mean 2.81 and also the statement that reward management system plan is linked with performance management system with mean 2.78.

Table 4.21 covers also item statistics of reward management practices carried out by the organization under study. The respondents disagree for the questions that their organization has consistent reward management plan with mean 2.11, their organization recognize individual employee contribution with their best performance with mean 2.20, best team work with their performance with mean 2.09, and also the reward mechanism was helping them to increase their performance with mean 2.06.

Table 4.22 Summary Item Statistics on rewards management practices

	Mean	Minimum	Maximum	Range	N of Items
Item Means	2.40	2.06	2.81	0.75	7

Source: Researcher's field survey Mar 2019

Table 4.22 above shows summary of item statistics in connection to the viewpoints of respondents on reward management practices. The average mean of 2.40 clearly shows that averagely, respondents disagree in relation to items under reward management practices of their organizations.

The minimum and maximum mean of 2.06 and 2.81 represent the item with the least agreements and the item with the most agreements respectively. The item with the minimum mean of 2.06 stands for the item that least agreement on reward mechanism was helping them to increase their performance. The maximum mean of 2.81 stands for item with the most agreement on opinion that a reward management system incentive mechanism was motivating participants in the organization under study.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter gives the summary of the major findings of the study, conclusions that were drawn from the findings of the study and recommendations which the researcher assumes to be operational are also forwarded.

5.2 Summary of Findings

This part of the study aims to summarize the finding and results that have emerged from the data analysis presented in chapter four. The main objective of this study was to identify the existing status of the human resource management practices being implemented in Ethiopia Broadcasting Corporation. The human resource management practices in this study included practice of recruitment and selection, performance management, training and development and reward management. From the study the following main finding were observed.

Participants disagreed for organization properly using recruitment and selection of employees based on human resource strategic plan. Additionally the organization on its recruitment and selection process not properly based on establishing job descriptions, placing the right person for the right job, conducting tests by trained and impartial people etc. Participants also disagreed for selection methods of their organization help them to improve their performance.

The finding of the study revealed that in performance management practice the respondents agree for well planned performance management system to evaluate employees individually. But the organization faced problems in handling performance

management system. This is because the respondents disagree on that performance evaluation mechanism that took place based on each employee's agreement, evaluating employees performance continuously at regular intervals and their team performance, receiving proper feedback individually on how they were performing regularly. So they thought their performance management system was not fair and it didn't help them to improve their performance.

The finding of the study revealed that in training and development practice the respondents agreed for training needs were identified periodically, training programs were designed to fill their performance gaps, every training was evaluated by participants and training and development integrated with performance management system. But the participants disagreed for that they were selected for training programs that suit their job needs most, having training opportunities to learn and grow in their organization and for training program that helped them performing their present job effectively.

The finding of the study revealed that in reward management practice the respondents disagreed on fair reward management system, having consistent reward management plan, incentive mechanism was motivating, recognizing best team work with their performance, linkage of reward management system plan and performance management system. So reward mechanism was not helping to increase employees performance. The overall perception of respondents towards the reward management practice of their organization considered as not fair and consistent. Because most of respondents were in a position of disagreement with mean of (M=2.40).

Finally over all employees' perception on human resource management practices that assessed under study, which were recruitment and selection, performance management,

training and development and reward management, disagreed for improving their performance.

5.3 Conclusion

The study assessed the HRM practices in Ethiopia Broadcasting Corporation. These practices, namely recruitment and selection, performance management, training and development and reward management, played crucial role to achieve organizational goals efficiently and effectively.

There are different problems identified on organization's recruitment and selection mechanism. These are the mechanism is not properly using the organization's strategic human resource plan , selection of candidates not based on merit, and also selection process not properly based established job descriptions.

The organization faces different problems in handling performance management system. These are the system is not implemented based on employees' agreement, there is no evaluation of team and providing individual feedback with it. The performance management system also is not identifying needs of employees and also helping in improving employees' performance.

The training and development practices are helped employees on introducing new employees about the organization by providing training and participating them on training evaluation. It is also helped employees in filling their performance gap. But employees opportunities in getting training on job skill gap are less, and the training programs are not helping them well in improving their performance.

The reward management system is not fair. This is because the rewarding mechanism is not linked to performance management system and not recognizing individual and team work .

Finally the human resource management practices of the organization under study are not helping employees in improving their performance.

5.4 Recommendation

According to the results and the findings of the study, the researcher has produced some recommendations that help to improve human resources management practices of the organization under study.

- The organization should reconsider on properly using its human resource plan, selection mechanism need to be merit based and establishing on its job descriptions.
- Performance management includes continuous evaluation of employees' behaviors and performance. So the organization need to make employees clearly to know and participate what is expected from them during their performance evaluation. The performance management system also plan for, evaluating individuals and team and providing their feedbacks, also to have link with training to fill their skill gaps.
- The training program should give opportunities for employees to get appropriate training continuously for improving their skills.
- The reward management practice to be fair for employees the rewarding mechanism need to be linked with other human resource practices like performance management.

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Appendix : Research Instrument

Dear respondent,

The present study is an assessment of current situation of HRM practices in EBC. Below various statements related to HRM practices are listed. Please express how far these practices are prevailing in your organization by indicating your level of agreement/ disagreement on a five point scale (Where SA= Strongly Agree, A=Agree, UD=Undecided, D= Disagree, SD=Strongly Disagree.)

You have been selected to be one of the respondents in this study. The information provided by you will be used only for research (MA) purpose. Please spare a few minutes from your valuable schedule and share your true feelings. The information provided will be treated with strict confidentiality and shall not be used for any other purpose except for academic purposes. Thank you very much for your cooperation

PART I

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

1. Gender of respondent Male Female
2. Education level Below Diploma Diploma Degree
Masters degree and above.
3. Age of respondents Under 20 20-29 30-39 40-49 Over 50
4. Working period/year/ in this organization only
Less than 1 year 1-5 years 6-10 years 11-20 years Over 20 years
- 5 Marital Status: Married Single
- 6 Working area /Division/ Editorial Media technology Supportive Staff
- 7 Working position lower level worker Team leader Ddesk coordinator
Department head Division head and above

PART II

Humana Resource Management Practices

Section A; Recruitment and Selection

		SA	A	UN	D	SD
1	Recruitment and selection of employees based on human resource strategic plan of our organization.					
2	In our organization recruitment and selection based on properly established job descriptions of a position.					
3	Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment and selection.					
4	Our organization places the right person in the right job.					
5	Selection of a candidate in our organization is strictly based on his/her merit.					
6	Selection tests conducted by trained and impartial people.					
7	For vacancies first chance is give to internal recruitment with promotion and transfer of employees					
8	In our organization recruitment and selection mechanism is attractive to applicants.					
9	The selection methods of our organization help me to improve my performance.					

Section B Performance Management

		SA	A	UN	D	SD
1	In our organization there is a well planned performance management system to evaluate employees.					
2	Every Performance evaluation mechanism take place based on each employee agreement					
3	Our organization evaluates our performance continuously at regular intervals.					
4	Our organization evaluate my performance individually					
5	Our organization evaluate our team performance.					
6	I receive proper feedback individually on how I am performing regularly					
7	We receive proper feedback as a team on how we are performing regularly					
8	I feel our performance management system is fair and objective					
9	In our organization performance management system help to identify our developmental needs					
10	Our organization performance system help me to improve my performance.					

Section C Training and development

		SA	A	UN	D	SD
1	In our organization training needs are identified periodically					
2	The training programs are designed to fill our performance gaps					
3	In the organization every training is evaluated by participants					
4	I am selected for training programs that suit my job needs most					
5	In our organization job training carries out for every new employee to give them appropriate knowledge					
6	Training and development integrated with performance management system					
7	I have training opportunities to learn and grow in our organization.					
8	The training program help me performing my present job effectively					

Section D Reward Management

		SA	A	UN	D	SD
1	Our organization has a fair reward management system.					
2	Our organization has consistent reward management plan.					
3	Our organization incentive mechanism is motivating me.					
4	Our organization recognize individual employee contribution with his/her best performance					
5	Our organization recognize best team work with their performance					
6	Reward management system plan is linked with performance management system					
7	Our organization reward mechanism is helping to increase my performance					

Section E Open-ended questions: Read and write what you have about the following points.

What are the major problems that you observe on employees

a) Recruitment and Selection process

b) Performance management systems

c) Training and development programs

d) Reward management mechanisms
