

ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF EDUCATION

**HUMAN RESOURCE MANAGEMENT PRACTICES AND
CHALLENGES:
THE CASE OF MISRAK POLYTECHNIC COLLEGE.**

**BY
EYERUSALEM GETANEH**

**JUNE, 2017
ADDIS ABABA**

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**A THESIS SUBMITTED FOR THE PARTIAL FULFILLMENT OF THE
REQUIREMENT OF MASTER OF ARTS IN HUMAN RESOURCE AND
ORGANIZATIONAL DEVELOPMENT IN EDUCATION**

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Declaration

I, the undersigned, declare that this thesis entitled “Human Resource Management Practices in Misrak Polytechnic College” is my original work and has not been presented by other individual; and that all the sourcematerials used for this thesis have been dully acknowledged.

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This thesis has been submitted for examination by my approval as the college advisor.

Confirmed by:

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Date: _____

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Acronyms and Abbreviations

HR = Human Resource

HRM= Human Resource Management

HRD= Human Resource Development

HRP= Human Resource Planning

HRDP= Human Resource Development Planning

Abstract

The purpose of this study is to identify the Human Resource Management Practices and Challenges in MisrakPolytechnic College. In this study the researcher attempted to show the human resource management practices which are process of recruitment, practice of human resource development, reward and punishment practices, equal opportunity practices, diversity management, retention, evaluation and termination system in Misrak Polytechnic College. While checking the human resource management practices, the researcher also tried to find out the major challenges of Human Resource Management and the recommended solutions in the future. As sources of information trainers, the Dean and Assistant Dean, HRM manager and two officers were selected. From total population of trainers 120 were selected through random sampling out of 238 and 83 questionnaires were completed and returned. 5 administrators were selected for interview through purposive sampling method. Instead of supporting the collected data, the researcher made document analysis on HRM concerned areas. The results of open ended items of the questionnaires and interviews were presented through descriptive statement. From the data collected, it can be concluded that there is lack of rising awareness of HRM policies for employees, The HRM practices of Misrak Polytechnic college needs to be revised and rules and directives are to be seriously applied and high turnover rate, weak personal filing and discipline system are the major challenges of Misrak Polytechnic College. Based on the conclusions given above, Its recommended to that the college administrators and stakeholders to take extraeffort in creating awareness about the college HRM policy and to reassemble the HRM department with HRM professionals. The other recommendation to be raised for the Misrak Polytechnic College is that it is better to change the leadership style into managerial style as the discipline issues are getting worse from time to time.

CHAPTER ONE

INTRODUCTION

1.1. Background of the study

The principal component of an organization is its human resource or 'people at work'. According to Leon C. Megginson from the national point of view Human Resources as, "the knowledge, skills, creative abilities, talents and aptitudes obtained in the population; whereas from the view point of the individual enterprise, they represent the total of inherent abilities, acquired knowledge and skills as exemplified in the talents and aptitudes of its employees."(Leon C. Megginson, 2014, Issue.6, July - Sep, 2014, ISSN -2348-0653, P. 147)

HRM is concerned with the human beings in an organization. "The management of man" is a very important and challenging job because of the dynamic nature of the people. No two people are similar in mental abilities, tacticians, sentiments, and behaviors; they differ widely also as a group and are subject to many varied influences. People are responsive, they feel, think and act therefore they cannot be operated like a machine or shifted and altered like template in a room layout. They therefore need a tactful handing by management personnel." (S.Ganesan, 2014, Issue.6, July - Sep, 2014, ISSN -2348-0653, P. 147)

The human resource of an organization is composed of all the efforts, skills or capabilities of all the people who work for that organization. Some organizations may call this "human resource" as "staff" or "work force" or "personnel" or "employees" but the basic meaning remains the same. All those who work for an organization are workers. However, the organization may call those who do manual work as 'workers' and describe others who do non-manual work as 'staff'. The executives of an organization are supposed to manage its human resource in the most effective manner so that personnel work well in the best interests of the organization, and in their own interests, too. For this purpose, it is essential that good personnel relations are established with the entire workforce.

While Miller (1987) suggests that HRM relates to: "...those decisions and actions which concern the management of employees at all levels in the business and which are related to the

implementation of strategies directed towards creating and sustaining competitive advantage" (p. 352).”

While Miller (1987) suggests that HRM relates to: ".....those decisions and actions which concern the management of employees at all levels in the business and which are related to the implementation of strategies directed towards creating and sustaining competitive advantage" (p. 352).

Human resource is the major resource of every organization and it determines the success and failure of the entire organization. More than other resources, the organization should use its human resource to achieve the proposed goal in the proposed time.

Empowering or advancing the human resource indirectly means that advancing the whole organization. The organization can upgrade its human resource by arranging proper and frequent training and development programs like induction, workshops, seminars and so on.

There are different human resource management practices from organization to organization. The management practices differ based on the business type of organization, the type of human resources needed, type of management style the organization is following etc... Other factors like the financial strength, the physical structure and the climatic environment of the organization are also some of the reasons for having different human resource management practices.

The human resource of the organization consists all the staff members who take part in any of the organization’s activity. The human resource is the active resource of the organization than all other resources the organization has. The Human Resource (HR) of an organization consists of all staff (core operation and supporting staff) engaged in any of the organization’s activities. It is well recognized that the human resources of any organization are its most valuable asset. (Lusthaus, Anderson & Murph1995:35-36).

Misrak Polytechnic College is government owned college located in yeka Sub City, Addis Ababa. It was established in 1961 E.C. named as “Asfawesen SSS”. Till 1993E.C, Misrak general secondary school was delivering formal education and vocational trainings side by side.

In 1994 E.C, the school is completely changed to technical and vocational education and training (TVET) college to train students with 10⁺¹ and 10⁺² certificate levels. In 1999E.C, due its better training competency than other similar schools, the college is allowed to train students with diploma level. Finally, in 2003 E.C considering its quality service, work shop arrangement and trainers' capability, Addis Ababa City administration TVET agency upgraded Misrak TVET College to 'Misrak Polytechnic College'.

In order to conduct this study, the researcher purposively selected the Human Resource Manager and 2 more HR officers, the college dean and Assistant dean of Misrak Polytechnic College. Generally the study tried to discuss the practices of human resource management in relation with the challenges and policies of human resource management in Misrak Polytechnic College.

1.2 Statement of the Problem

Human resource is the backbone for any organization. It's the very sensitive and essential resource any organization can have to achieve the aimed organizational goals. Human resource management is the very crucial management area which can highly affect the organization in a positive as well as negative aspect. Human resource management plays a vital role in the organization by developing the human resource and managing all the human resource related issues in the organization. For the human resource to be well organized and developed, the HRM should be very much advanced and updated on time.

The researcher found studies made on Human Resource Management Practices at different institutions including TVET Colleges. But it is found that no studies were conducted about the human resource management of Misrak Polytechnic college in the past five years and the studies were not going as deep as this paper as they were in addition with other TVET colleges also.

In recent studies made by Ethiopian (FantuGonfa, 2011;) have indicated the human resource management practices in 3 TVET colleges which were Entoto, Misrak and Tegbare ed. In the study the researcher tries to address the supportive policies implemented for HR, governmental attentions and plans for HR in Addis Ababa TVET colleges and how the colleges acquire, and trainers satisfaction towards HR.

As Human resource is basic for the organization, it's important to study the practices of HRM, the challenges the HRM is facing, policies and guidelines of the HR in the college.

Accordingly, this study is designed to examine the Human Resource Management Practices and Challenges in Misrak Polytechnic College. Hence, the key issue of this study is to identify and check the practices and challenges of HRM and policies, guidelines and strategies used for HR in Misrak Polytechnic College.

Based on the background of the study, the researcher attempted to answer the following basic questions:

1. What are the policies and guide lines of Misrak Polytechnic College in Human Resource Management?
2. What are the practices of HRM in Misrak Polytechnic College?
3. What are the major challenges of Human Resource Management in Misrak Polytechnic College?

1.3 Objectives of the Study

The general objective of this study is to assess the human resource management practices and challenges in Misrak Polytechnic College.

The specific objectives of the study are:

- a. To check the Human resource management policies and guidelines of Misrak Polytechnic college.
- b. To describe the Practices of human resource management in Misrak Polytechnic college.
- c. To identify the major HRM challenges in Misrak Polytechnic College.

1.4 Significance of the Study

The study indicates the practices and major challenges that affect the practice of human resource management in Misrak Polytechnic College.

1. The study indicates the HRM practices of Misrak Polytechnic College.
2. It identifies the major challenges of HRM in Misrak Polytechnic college
3. It encourages managers to identify the problems of human resource management system and to give solution.
4. It gives clear ideas for HRM department in Misrak Polytechnic College
5. It helps the improvement of practices and policies of HRM in Misrak Polytechnic College.

1.5 Delimitation of the Study

In order to make the research manageable and relevant, the study is delimited to Misrak Polytechnic College in terms of time frame which is to be finalized by the end of May, 2017 and resource availability. Respondents are trainers who are selected for questionnaires. And other administrative staffs like the college dean and academic dean, the human resource manager and other two officials are selected for the interview.

1.6 Limitation of the Study

The researcher faced limitations like very frequent meeting schedules in the college for trainers and administrators so that it was bit challenging to get them as per the appointment time set before. In addition to that respondents give less attention and interest to fill the questionnaires.

The researcher tried to overcome these limitations by being in the college very frequently and for quite long time to wait for the free time to get the respondents in a relaxed manner.

1.7 Organization of the study

The first chapter of the study is the introduction part that includes background of the study, review of related literature, statement of the problem, objective of the study, delimitation, limitation, operational definition of terms and organization of the study.

The second chapter presents review of related literature regarding an overview of HRM practices; HR planning, recruitment, HRD, evaluation, retention, termination and challenges of HRM.

The third chapter includes research design & Methodology. Hence in this chapter data sources, sampling techniques, data gathering instruments and data gathering procedures are discussed. In the fourth chapter the collected information or data is described and analyzed. Finally, in chapter five conclusion and recommendation were presented.

1.8 Operational Definitions of Terms

Management= refers how to optimize and make best use of such limited and a scarce resource so as to meet the ordination goals and objectives.

Policy= A principle or rule to guide decisions and achieve rational outcome.

Administrators = Refer to persons who manages a government agency or department

Trainers = Refers to people who train other persons.

Resignation= Process in which trainers leave the college and have to be replaced.

CHAPTER TWO

Review of Related Literature

2.1. Definition of Human resource

To understand human resource management it's better to start from the beginning of HR definition. The human resource of an organization is composed of all the efforts, skills or capabilities of all the people who work for that organization. Some organizations may call this 'human resource' or 'staff' or 'workforce' or 'personnel' or 'employees', but the basic meaning remains the same. All those who work for an organization are workers. The executives of an organization supposed to manage its human resource in the most effective manner so that personnel work well in the best interests of the organization, and in their own interests too. For this purpose it is essential that good personnel relations are established with the entire work force. (Manmohan, 2013)

2.2. Definition of HRM

Human Resource Management is "concerned with the people dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to high levels of performance and ensuring that they continue to maintain their commitment to the organization are essential for achieving organizational objectives. This is true regardless of the type of organization government business, Education, Health, regression or social action."(Decenzo David A. & Stephen Robbins P., 1994)

HR management can in turn be defined as: 'The process of analyzing and managing an organization's human resource needs to ensure satisfaction of its strategic objectives' (Hellriegel, Jackson, Slocum and Staude, 2009) And 'The policies and practices involved in carrying out the "people" or human resources aspects of management position, including recruitment, screening, training and appraising. (Dessler, 2007)

Human Resource Management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed

and capable workforce, using an array of cultural, structural and personnel techniques. (Storey, 1995:5)

According to the Invancevich and Glueck, “HRM is concerned with the most effective use of people to achieve organizational and individual goals. It is the way of managing people at work, so that they give their best to the organization”. According to Dessler (2008) the policies and practices involved in carrying out the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising comprises of HRM. HRM is defined as a system of activities and strategies that focus on successfully managing employees at all levels of organization to achieve organizational goals. (Byars and Rue, 2006) Employees are the human resource of an organization and its most valuable asset. To be successful an organization must take employee productivity as a major goal. The level of productivity can vary depending on the skill levels of employees demonstrate in their jobs and the satisfaction levels of the employees with the organization and their jobs.

Generally HRM refers to the management of people in organizations. It comprises of the activities, policies, and practices involved in obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate number and skill mix of employees to accomplish the organization’s objectives. The goal of HRM is to maximize employees’ contributions in order to achieve optimal productivity and effectiveness, while simultaneously attaining individual objectives (such as having a challenging job and obtaining recognition), and societal objectives (such as legal compliance and demonstrating social responsibility).

2.3. Historical Development of HRM

The history of HR management can be dated back to the 19th century, when some enlightened industrial companies in the US and Europe employed welfare officers to look after the wellbeing of workers, especially women and children. In the 1920s and 1930s companies employed labour managers to handle pay, absence, recruitment and dismissal. By the late 1940s labour management and welfare work had been integrated under the banner of ‘personnel administration’. As the importance of people to the success of firms was increasingly recognized throughout the 1970s and 1980s, personnel administration became ‘personnel management’ and

eventually 'human resource management'. Today some companies refer simply to the 'people' function and call their most senior HR executive the 'chief people officer'. (Coyle-Shapiro and others,2013)

ZorluSenyucel in his book 'Managing the human resource in the 21st Century: 2009' describes the Origins of HRM as follows;

People management as we know it today probably stems from the Institute of Personnel Management (IPM); established in 1946 main aim of which was to meet the increasing need for labor and personnel specialists.

Between 1950 and 1970 the UK government passed legislation in which employment laws were created to improve conditions at work, meet employee's health and safety needs, increase employee's rights, keep employment records (start date, pay, holiday entitlement, etc) and introduce personnel specialist in the work place. In 1960s , management thinkers Maslow, Argyris and Herzberg placed greater emphasis on human resources and draw attention to the importance of issues such as motivation, commitment, learning and development. In 1970, new legislations promoting employment standards and sexual equality at work sealed the importance of the personnel management function at work.

In the 1980s and 1990s the traditional personnel management function was under heavy criticism both from the academic and commercial institutions. It was argued that the traditional personnel management functions were not adequate and sophisticated enough to cope with uncertainties of the environment, people and changing nature of work. Thus Human Resource Management was born out of the debate that the more sophisticated model of people management is needed to cope with these uncertainties, not only on the operational level but also on the strategic level to achieve competitive advantage.

As is mentioned above, we can understand that it's been long since HRM is acknowledged and given importance. It's clear that dealing with people in the organization is the same as dealing with different minds which has got variety backgrounds, which needs serious attention and care. As managing human being is sensitive issue it's very much needed to set a separate department to handle it specifically.

The history of HR management can be dated back to the 19th century, when some enlightened industrial companies in the US and Europe employed welfare officers to look after the wellbeing of workers, especially women and children. In the 1920s and 1930s companies employed labour managers to handle pay, absence, recruitment and dismissal. By the late 1940s labour management and welfare work had been integrated under the banner of ‘personnel administration’. As the importance of people to the success of firms was increasingly recognized throughout the 1970s and 1980s, personnel administration became ‘personnel management’ and eventually ‘human resource management’. Today some companies refer simply to the ‘people’ function and call their most senior HR executive the ‘chief people officer’.(Coyle-Shapiro and others, 2013)

2.4. Theory and Practice in HRM

There are six elements on which human resource management philosophy and practices are based on ownership. Human resource management is and has to be owned and driven by the top management in the interests of the key stakeholders, business or organizational strategies form the basis for human resource strategies, and there should be a strategic fit, considering employees as assets rather than liabilities.(Josephat Stephen Itika, 2011)

The above six core points which are the bases of HRM and can determine HRM practices to the most important level. As mentioned above the top management has to take care of the human resource in the organization to achieve the aimed goal. The success and development of any organization is highly determined by its human resource.

2.5 HRM policies and Strategies

Employee perceptions of HRM policies and practices also influence discretionary work effort and co-worker assistance (Frenkel, Restubog, &Bednall, 2012). On the other hand, the effectiveness and acceptance of HRM policies are related to organizational values and culture (Stone, Stone-Romero, &Lukaszewski, 2007).

In this meaning, HRM policies and practices may vary among organizations and should be aligned with business strategy (Chênevert& Tremblay, 2009). Boxall and Purcell (2000) add that

the effects of individual HRM practices depend on both the nature of the effects of other HRM practices and the business strategy.

Policy making is the most important aspect of the total planning activity of an organization. A policy states how the organization intends to achieve its overall objectives. In order to achieve the aims of the organization in the interest of the whole organization-including its workforce-has to operate as per the policy framed by the top management. HRM policy should be based on the principles which will govern the relationship of the organization with its workforce. The policy must be stated in clear terms, must be understood easily by all-management and employees and must have standardized effect on all employees.

The HRM policy should concentrate on the clear and detailed procedures regarding various specified activities such as recruitment, selection, promotion, and training of employees and on activities concerning a good work climate and employee satisfaction. (Manmohan Joshi, 2013)

The company having good HRM performs better in all HRM activities. As Manmohan explained in his definition, the HRM policy should be well prepared and proper study has to be made for the efficiency and practicability. The organization's actual situation, the work nature and the type of employees are to be assessed and considered while making HRM policies.

Developing human resource policy to address specific areas of human resource management is an investment which, in principle should have positive returns in terms of facilitating decision making and creating a motivating environment for the employees. (Cuming 1985; Beach & Dale 1985; Armstrong 2006).

2.5.1 Significance of HR policies

Formulating human resource policies in an ideal situation is strongly recommended that an organization formulates human resource policies that will cover all human resource management functions. These include: recruitment, selection, performance management, training and development, pay, promotion, and redundancies (Beach & Dale 1985).

The formulation of human resource policies requires thorough preparation and commitment to provide the necessary impetus for the preparation of the policy document, its implementation and continuous review (Cherrington 1995).

HR policies refer to human behavior. Because HR policy deals with managing people, it involves human behaviour and relationships that are inherently complex, potentially conflictual and sometimes problematic, HR policies, programmes and plans are difficult to evaluate so that managers cannot easily establish whether their policy choices are wise. Neither can outside analysts easily find out whether a firm's policies, or those of a set of firms, are working optimally and the prejudice shared by so many managers that people management can be done by almost anyone, and requires common sense rather than special training. (Coyle-Shapiro and others, 2013)

An organization's HRM having set HR policies will have smooth and proper going and better understanding on what to be done next according to the actual situation. It's clear that HR policies are to be designed through well checkup and detail study to keep the contextually fitness and actuality with the current situation. HR policies help the managers to make appropriate decisions and to create better understanding among the employees and the managers in the entire organization.

2.5.2 Developing appropriate strategies

Effective human resource policies will depend on the ability to identify and use appropriate strategies to establish the foundation for generating relevant human resource policy documents. Such strategies include seeking top management opinion and support: To win top management support and commitment requires a well written proposal, strong and convincing arguments and sometimes lobbying, seeking middle level management opinion: Middle level managers are the implementers of policies. Therefore, the implementation of one policy may affect another policy or create room for the improvement of other policies. When such effects are noted early enough, it becomes easier to foresee policy consequences and provide some policy clauses to cover such possible policy overlaps or shortfalls, assessing awareness and the level of policy desirability (Josephat Stephen Itika, 2011)

HR policies are to be designed in a very careful manner as it's very much sensitive to deal with people behavior. HR policy is sensitive matter in any organization as it's a key point for the decision making in the HRM department.

2.6 Objectives of HRM

The objectives of human resource management are derived from the philosophies which tie the emergence and development of human resource management together, both as a discipline and profession (Beer & Spector 1985; Cuming 1985; Armstrong; 1995; Dessler 2005).

- To achieve an organizational mission, vision, goals and objectives using people as valuable resources.
- To utilize staff capacity.
- To ensure that employees are committed to their jobs, teams, departments and the entire organization.
- To ensure that organizational systems, processes and activities are integrated and synergized through a strong organizational culture.
- To optimal utilization of available resources. (Josephat Stephen Itika, 2011)

HRM plays vital role in achieving organizational goal and in developing human and organizational capacity. HRM assures that the proposed plans and goals of the organization is achieved through full involvement of participant of the organization's human resource.

2.7. Process of HRM practices

Minbaeva (2005) viewed HRM practices a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage.

Against this backdrop, we concluded that HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization.

2.7.1. HRM Practices of Planning

HR planning is a crucial activity for HR managers. Beardwell and Claydon (2007:159) explain HR planning as “the process for identifying an organization's current and future human resource requirements, developing and implementing plans to meet these requirements and monitoring their overall effectiveness.”

Generally HRP can be understood as the process of forecasting an organization's future demands for and supply of the right type of people in the right number. In other words HRP is the process of determining manpower needs and formulating plans to meet these needs.

All organizations have to plan for the positions that inevitably become vacant. Employees retire, resign or get promoted. Also, new positions develop as the business expands. Therefore, for most organizations, determining staffing needs is an ongoing process. Human resource planning (HRP) in the establishment phase of the employment cycle involves forecasting the number of employees available and the number of qualified employees demanded in the future. If supply of employees is forecast to be greater than demand, HR will have to plan for a reduction of the workforce.

Human resource planning in the establishment phase of the employment cycle requires that an organization constantly monitor and plan:

- the number of employees required
- their qualifications, including skills, previous experience and knowledge
- when and where these employees will be needed.

Now that we understand that human resource management must be related to business strategy, let us take a closer look at the establishment phase of the employment cycle in relation to job analysis and job design.

2.7.1.1. Identifying the need

The process of identifying the need for a particular HRP should emanate from the review of the organizational vision, mission, goals, strategies, objectives and activities on the one hand, and human resource strategies (if available) on the other. These sources may explicitly or implicitly provide the necessary starting point for building arguments for a particular HRP. (Josephat Stephen Itika, 2011)

From the above definition its understood that identification the need id the prior thing at the time of planning. The HRM should identify the need to make proper and valid planning.

2.7.2. HRM Practices of Recruitment and Selection

2.7.2.1 Recruitment

According to Edwin B. Flippo, “Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization.”

According to Lord, “Recruitment is a form of competition. Just as corporations compete to develop, manufacture, and market the best product or service, so they must also compete to identify, attract and hire the most qualified people. Recruitment is a business, and it is a big business.”

In the words of Dale Yoder, “ Recruiting is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.”

Thus, recruitment process is concerned with the identification of possible sources of human resource supply and tapping those sources. In the total process of acquiring and placing human resources in the organization, recruitment falls in between different sub-processes

The basis for recruitment and selection is the process of getting human resources into organizations’ departments, sections and jobs (McKenna & Beach 2008). Venkatesh&Jyothi (2009: 83) defined recruitment as the art of discovering and procuring potential applicants for actual and anticipated vacancies in the organization. (Josephat Stephen Itika, 2011)

This definition has introduced the concept of ‘art’ which is about the soft skills of management, some of which might be a natural talent of some managers or acquired through specialized training. The use of the word ‘discover’ emphasizes that effective recruitment is a process that involves exploration and that will require specialized methods and techniques, short of which no ‘discovery’ of potential people for the job can be made. Usually, recruitment and selection depends on the organization’s policy guiding recruitment and selection

2.7.2.2 Policy of recruitment

Internal recruitment: A vacancy may be filled by a person who is already working in the organization in another position, section or department. This may provide an opportunity

for transfer or promotion to an existing employee who might be interested in this position.

Internal recruitment (from within the organization) involves considering present employees as applicants for available positions. This often occurs when a person is promoted, and it provides a strong motivation for current employees. Internal searches are effective only if the organization is substantial in size. An internal search for a candidate allows an organization to use its own employees' skills. It has the advantage of being low in cost and enables the organization to select a replacement who is familiar with its operation. Some organizations use employee referral schemes. Potential candidates are identified and recommended by existing employees. If a referral is successful, the employee will receive a referral bonus for helping the organization find the right person for the job.

Advantages:

- Employees are aware that hard work may be rewarded through promotion and that leads to greater job satisfaction among the employees.
- The skills and potential of internal candidates are already known to the manager, and so it may be easy to transfer/promote such an employee without going through the whole process of recruitment.
- The induction and training period for such employees may be shorter than new comers.

Disadvantages

- The organization will lose the opportunity of getting employees- particularly at managerial level-who might bring with them new ideas and innovations.
- Other employees- who are not considered-may develop feelings of jealousy and resentment and may not cooperate with this employee.

In order to overcome the disadvantages the management must ensure that:

- Details of vacancies are circulated to all
- Selection is to be made in a fair and impartial way
- Selection should be based on merit and performance

A. External recruitment: Involves the filling of a vacancy from a source outside the organization. These sources may include the following: local schools, colleges, technical

colleges and universities, employment agencies, recruitment consultants, advertisement in newspapers and posting on recruitment websites. A suitable applicant for a position may be found from outside the organization (external recruitment). A business will use external recruitment methods when it wants to bring in people with new or different ideas and attitudes. The recruitment method chosen will depend on the size of the organization, the type of position available and the nature of the labour force in the organization's particular area.

- B. Induction by existing employees: this is a mixture of internal and external sources. The existing employees may be asked to recommend their friends and relatives who could be suitable for a specific job. However care should be taken that this process is followed in fair manner so that no employee feels resentment. (Manmohan Joshi, 2013)

The recruitment of any organization should have the recruitment policy at it guides every single stage of recruitment in a very balanced and accepted way. The recruitment policy leads the HRM what to do next and it helps to have clear and open system and avoids unnecessary considerations made by individuals for favoring those who are not supposed to be considered in the recruitment process.

2.7.2.3 Recruitment process

Before a decision about recruitment is made, it is necessary to ensure that the various aspects of a potential recruitment have been considered. For this purpose, various steps will have to be taken.

Job analysis

Job analysis is the process by means of which a description is developed of the present methods and procedures of doing a job, physical conditions in which the job is done, relation of the job to other jobs and other conditions of employment. Job analysis is intends to reveal what is actually done as opposed to what should be done. Therefore, if an employee is found doing dome activity not required of that job, it should still form part of the job analysis.

The purpose of job analysis is not to describe an ideal but show the management how at the moment the constituent parts of its business are being carried out. Job analysis enables the HR department to compare different jobs. This will provide information about the status of various jobs as well as for job evaluation and training.

Job descriptions

The results of job analysis are set down in job description.. A job description describes a particular job. It states the purpose of a job and its relation with other jobs and people. A job description contains Job title, section or department, and details of the workgroup, Objectives of the job i.e for the post of supervisor of customer service section, List of duties, Responsibilities, Information about the relationship with people connected with the job-both inside and outside the organization, Information about the work environment, Details about hours of work, paid holidays , sick leave and Details about salary, overtime, bonus, and such other benefits.

Job description gives detailed information about the job, and even enables a candidate to make a decision whether he/she wants to take up the job. It also prepares him/her to perform duties with full understanding and without doubts.

Employee Specifications

Employee specification gives detail about the personal qualities desirable for a candidate to possess. It helps the organization to decide whether a particular candidate is suitable for the job. It seeks the Physical qualities- age, gender, health etc, Mental qualities- alertness, patience, etc, Skills- IT applications, technical knowledge(as per the type of the job), Qualifications- education, experience, training etc and Personality- reliable, honest, hardworking, pleasant

Attracting suitable applicants

After the relevant job analysis, job description and employee satisfaction have been completed, The HRM department is ready to take steps to attract suitable candidates to apply for the job. For this purpose, the advertisement has to be posted with all relevant details as Full name of the organization, Job title and its objectives, Details of important tasks involved, Important personal qualities required, Information on salary and other benefits and Information on how to apply and what documents are to be attached with the application

Employment application forms

Employment application forms are designed in such a way to elicit information in a sequential way. This helps the HRM in selection process.

Attachment to application forms

Applicants are asked to attach certain documents to their completed application forms.

2.7.2.4. Selection

Selection may be described as a screening or sifting process. It involves gathering information about each applicant for a position, and then using that information to choose the most appropriate applicant. Interviews, tests, physical examinations, and referee and reference checks are all part of this process. In selecting staff, the idea is to choose the most ‘appropriate’ person with the qualifications that best match the position, rather than the applicant with the ‘most’ qualifications.

Once the applications have been received, the information about the applicants is compared with the requirements of the position applications have been called. In the final selection process, conducting interview, selection tests(work test, aptitude test, intelligence test and personality test), appointment, dealing with unsuccessful candidates and finally the trial or probation period are the most core and sensitive areas which the HR manager follows and they all must be carefully handled. (Manmohan Joshi, 2013)

As per Monmohan’s description, selection is one of the main HRM practices. In selection process, the HRM has to be very careful and has to consider different aspects in comparing the candidates for the position. In selection, the HRM should be free from all consideration other than the professional ones.

2.7.3 Human Resource Development practices

HRD is a process of developing and unleashing expertise for the purpose of improving individual, team, work process, and organizational system performance. HRD efforts typically take place under the additional banners of “training and development” and “organization development” as well as numerous other titles. It’s the idea of human beings purposefully developing themselves in order to improve the conditions in which they live seems almost part of human nature.(Richard A. Swanson and Elwood F. Holton III, 2009)

2.7.3.1 Purpose of HRD

HRD is about adult human beings functioning in productive systems. The purpose of HRD is to focus on the resource that humans bring to the success equation—both personal success and organizational system success.

The two core threads of HRD are Individual and organizational learning, and Individual and organizational performance (Ruona, 2000; Swanson, 1996a; Watkins and Marsick, 1996).

After the candidates have been selected for various jobs and induction program has been completed, there is need for the management to provide for their training and development. This is because the efficiency of an organization depends greatly on the training and development of personnel. Particularly these days, when the process and techniques of management have become quite complicated, there is a great need in management for arranging training and development of its personnel.

Generally, the terms 'training' and 'development' are used as though they are synonymous. There are differences in the contexts and techniques of employee training and development. Training is the act of increasing the knowledge and skills of an employee for doing a particular job. It imparts specific skills for specific purposes. It is mainly job-oriented. Training is given to both old and new employees throughout their stay in the organization. In contrast development includes the process by which managers and executives acquire not only skills and competency in their present jobs but also capacities for future managerial positions. (Manmohan Joshi, 2013)

Training and development is the main practice of HRM which upgrades the human resource capacity and skills. The HRM has to take extra effort and has to be very serious in seeing the training and development plans are executed as per the scheduled time. When the organization's man power is getting advanced and developed it can be taken as the same as the organization's development because any organization is mainly depend up on its human power.

A learning organization monitors and interprets its environment, seeking to improve its understanding of the interrelationship between its actions and its environment.

Most major hospitals are integrating advanced technology into their operations and thus have required training for all employees.

Barringer and others (2005) compared rapid-growth and slow-growth firms and found that rapid-growth firms depend heavily on the abilities and efforts of their employees to maintain their growth-oriented strategies. The fast-growth firms used training programs to achieve their objectives and emphasized employee development to a significantly greater extent than their

slow-growth counterparts. Therefore, training and employee development practices are more common in rapid-growth firms than slow growth ones.

2.7.4. HRM practices of Employees retention

ALDamoe, Yazam and Ahmid (2012) concluded that employee retention is likely to mediate in the relationship between HRM practices and organizational performance.

Organizations undertake several functions (such as accounting, marketing, research and development), however, managing human resource is one of its key functions. There has been immense realization of the impact of strategic use of HRM practices and visionary organizations are setting the pace to leverage this aspect for competitive advantage (Khan, 2010).

According to Bratton and Gold (2009), HRM is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programs and practices.

2.7.5. HRM practice of Performance Appraisal

Performance management focuses on improving both organizational and individual performance through relating organizational performance objectives to individual employee performance objectives.

As the Tootelland others, (2009) stated since 1980s there has been an increasing emphasis on the importance of HR measurement.

The overall goal of performance management is to create a culture as high performance in which individuals and teams to take responsibility for the continuous improvement of business processes and their skills and contribute in achieving the targets set by managers. In particular, management performance can be expressed as the approximation of individual objectives of employees with organizational objectives provided that employees support the culture of the organization. It provides for expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do), skills (expected to have) and behaviors (expected to be)(Armstrong, 2006).

Performance management is about setting objectives that help the organization achieve its overall objective. Effective performance management looks at whether jobs are well designed

and employees with the right skills are hired to undertake work. Training as well as appropriate reward and recognition programs also increase the likelihood that performance in the whole organization is managed appropriately. Managing an employee's individual performance in the organization is referred to as performance appraisal, and it too is a crucial part of performance management.

If most employees continually perform below expectations, the organization's recruitment and selection process may need to be changed, or extra training and development may be required. Although many managers are uncomfortable with the idea of evaluating employees, effective performance appraisal is a crucial function of good management.

2.7.5.1 Common methods of appraisal

One widely used performance appraisal technique is management by objectives, where the employer and employee discuss and agree on the objectives to be evaluated. The employee's progress is reviewed periodically and, if needed, corrective measures are implemented. There are other appraisal techniques, such as:

Essay method: A manager keeps a journal on each employee being appraised. Notes may be restricted to specific aspects of job performance, such as customer service, sales, personal presentation and cash register use.

Critical incident method: This is similar to the essay method except that the manager records only exceptionally good or bad aspects of work performance.

Comparison method: Each employee is ranked according to a list of predetermined performance characteristics. This method often incorporates statistical values as a means of measurement. For example, a rating scale of 1 to 5 may be employed (1 being poor and 5 being excellent). This scale may be used to assess knowledge, speed, accuracy, communication, interpersonal skills, oral and written skills, personal presentation and administration techniques. No matter which appraisal technique is used, the results should be discussed with the employee as soon as possible. The manager should explain both the positive and the negative aspects of an employee's performance, encourage the employee to continue with his or her positive behavior, and let the employee know what to do to be recognized as a more productive employee in the future. Without this performance feedback, performance appraisals are a pointless exercise. The most crucial aspect of any performance appraisal method is for the process to be completely

objective. Performance based on the opinion of one person can often be subjective and open to manipulation.

The other dimension is concerned with the extent to which the value of either an objective or a subjective framework for operationalizing HRM effectiveness is adopted. While summarizing view of different authors about HRM evaluation has concluded that four methods could be connected with effectiveness of HRM and they could be included in a united model. The model units are such methods as Best Practice Models, Fit with Business, Benchmarking with “excellence”,

2.7.6. HRM practices of reward and punishment

According to Karami and others, (2012), a reward system should be effective and efficient in order to enable an organization achieve its goals and it should be designed in a way that creates maximum returns to both the corporation and its employees. Therefore, reward management is concerned with ensuring that people in the organization are rewarded equitably, fairly and consistently so as to ensure the achievement of organization goals.

Armstrong (2007) notes that rewards management does not only involve employee pay and benefits but is also concerned with non-financial rewards such as learning and development, recognition, praise and increased job responsibility. Njanja et al., (2013) emphasizes that recognition and appreciation are other integral components of rewards management.

According to Karami et al. (2012), maintaining attention to the main needs of employees and ensuring fair distribution of rewards both inside and outside the organization are the main ideologies in any reward system. The reward management strategy of a company should be designed in a way that it attracts and retains the right employees by ensuring that there is a direct relationship between rewards and efforts.

An effective recognition and reward program should help to attract, retain and motivate employees. Recognition refers to acknowledging the fact that an employee has performed well. Acknowledgement may involve giving the employee a reward, such as a bonus, in exchange for doing a good job. A recognition and rewards system can also reinforce strategies that will facilitate change or support desirable corporate values, such as a focus on the customer. For

example, BHP Billiton offers employee awards in categories such as health, safety, the environment and community to recognize employees who demonstrate company values and go beyond their day-to-day job requirements to care for their fellow employees, the community and the environment.

2.7.7. HRM practice of Equal opportunity for employees

Equality in the work place means that there is fair treatment for each individual. Everyone is supposed to have equal access to job opportunities, promotion and other benefits. It also means that there should be a system of equal pay for similar work in the organization. There should be no discrimination on the basis of gender, race, religion or physical disability. Today a large number of organizations have a policy referring to discrimination on the above mentioned grounds. A good equal opportunity policy includes age, marital status, gender, HIV and AIDS. The policy should state clearly a commitment to equality in the areas of recruitment, promotion, training, performance appraisal and pay, transfers, terms and conditions, disciplinary procedures and dismissal, rules against harassment etc. (Manmohan Joshi, 2013)

HRM of any organization has to see that the organization is following equal opportunity practice in all components of HR processes. When there is no discrimination practice in the employment only qualified and competitive employees will be invited and entertained in the organization. Employees are more capable and energetic in the organization where equal opportunity is practiced fully.

2.7.8. HR diversity management practices

Managing diversity refers to a range of management and leadership practices that aim to value diversity in the workforce and help an organization be more successful. The goal of managing diversity is to encourage productive and mutually beneficial interactions among employees in any organization and to value employees with different backgrounds, needs, and skill sets in order to produce optimal benefits for employees, for the organizations they work for and for the communities and customers they serve. (Janet Sayers, 2012)

HRM aims to develop and implement policies that balance and adapt to the needs of its stakeholders and provide for the management of a diverse workforce, taking into account individual and group differences in employment, personal needs, work style and aspirations and the provision of equal opportunities for all. (Armstrong, 2006)

Armstrong and Foster & Harris clearly mentioned that HRM should handle and manage diversity in the organization in a very wise and careful way. Diversity in the working environment should be taken as an advantage of the organization because the experience sharing will be high and the output can be remarkable. But at the same time failing to manage diversity in a balance way will lead to high complication between the staff and the management in all organizations.

2.7.9 HRM Practice of Personnel record management

Personnel records refer to items of information which have been recorded about the employees of an organization. The data relating to past and present (and often future) employees are built by the HRM department over a period of time. The HRM department of an organization is responsible for maintaining and updating the records of each and every employee of the organization. An employee's full and up to date records need to be immediately available when required. It constitute a personal history since the date the employment in the organization, right up to the time at which the record is being perused. It also contains details of previous employers, previous experience, education and training background.

An employee's personnel record will contain personnel number or code given by HRM at the time of employment, full name, full address, date of birth, date of appointment, education and training, job or position, pay scale, current entitlement and medical history. (Manmohan Joshi, 2013)

From the above point we can understand that personnel record management is one of the main responsibilities of HRM in the organization. Each and every detail related to the employee is to be filed properly and carefully. Proper personnel record management helps the HRM to decide on the remuneration and other benefits like promotion and awarding session.

2.7.10 HRM Practice of Retirement and Termination

An employee retires from the job when he/she reached a certain age, and not because of any other reason. Ages at which people retire vary from one country to country, from organization to organization and from job to job on some situations.

Termination of employment is when an employee leaves a particular workplace, ending the employment relationship. Termination of employment is usually managed by the human resource manager, who must ensure that the employee is treated both fairly and within the law. There are many reasons why employees leave an organization. However, it is possible to classify the different types of separation into two broad categories: voluntary and involuntary. Voluntary separation includes Retirement and Resignation and involuntary includes Retrenchment and Dismissal. (The human resource management function — the employment cycle, Chapter 5)

2.8. HRM challenges

2.8.1. Definition of HRM challenges

The HRM has emerged and evolved as one of the most important areas of organizational science and practice. It has not been developed in isolation, but rather in the context of industrial change and economic development. The uniqueness of the Human Resources (HR) approach requires a totally different type of attention from managers. The HR has characteristics that provide the greatest challenge as well as opportunity. A company's HR is fragile with delicate relationships, along with unpredictable contributions, and permanency is uncertain (Guest, 1991)

Wright, Smart, and McMahan, (1995) mention that the crucial inputs, among others, to an organization are its human resources. People bring to their jobs diversity of skills, needs, goals, and expectations. They are socialized into the organization through their hiring to begin with, and their continuous functioning in the organization. We need to ensure that the human resource requirements of an organization are identified and plans are made for satisfying those requirements and challenges (Bulla and Scott 1994),

Guest, Conway, Briner and Dickman (1996) are of the opinion that the interface between the individual and the organization is critical to full utilization of human resources. The individual

and the organization establish a „psychological contract“. Individual members expect to make contributions to the organization and receive certain rewards in return. The organization provides certain rewards and expects in return certain contributions from the individual. It is at this interface between the individual and the organization that issues such as HR planning, work analysis, career development, leadership, job motivation, the appraisal-reward process, and the organizational culture become important.

In general, the challenges in the organizations of HRM has been described as: broad and strategic; involving all managerial personnel; regarding employees as the single most important organizational asset; being proactive in its responsibilities; and having the objective of enhancing organizational performance and meeting employee needs.

2.8.2. Major Challenges of HRM

Culture or attitude: Different countries have different culture and as the world has become a global village HRM Professionals have to face the cultural challenges in different countries or with the employees belonging to the different countries.

Technology or skills: The pace of technological development is very high and the new technologies are replacing the older ones quickly. Same is the case with techniques and technologies use for training. An HR professional has to upgrade his skills and knowledge to meet the requirements of the new generation.

Values of behavior: The HRM professionals have to adjust themselves to the emerging new values as principle centric leadership is becoming trend in the corporate world. Values like trust credibility timeliness and the simpler rules are becoming the corners stone of many businesses.

Knowledge or information: Enhancement of knowledge is also a big challenge for HRM professional as they have to understand the different philosophies demonstrated at different places in the world. For example the philosophy related to leadership changes dramatically in organizations from different parts of the world

Life style or habits: The life style of an employee is also important for HRM professionals because they have to understand the habits of the employees and then decide the training that needs to be imparted for bringing a change in the habits of the employees.

Knowledge of new practices:An HRM professional has to be aware of the new practices adopted by the organization around globe. An HRM professional should know about the practices like dignity of individual, retention of employees, leadership by examples, clear conscience relationship with employees hareholder, vendors, suppliers, customers and society at large.

Environment:An open environment is required for the success of an organization. The organizational environment should have meritocracy, fearless, justice, speed imagination and accountability. It is the job of the HRM professional to inspire the employee to perform better ones this environment is created in the organization.

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As listed above, managing human's mind and behavior is not at all a simple task rather it's very sensitive and needs very much serious attention. This is the reason it's said that HRM is handling crucial case in the organization. The above mentioned challenges are the main ones in human resource management process.

2.8.3. Challenges of HRM planning

According to Padaki, (2007) Manpower planning is a major HRM challenge for organization managers, who are saddled with the problem of staff recruitment and development. Some organization recruitments are mostly project based. The implication of this is that project staff have a start date and a known end date, which makes it tight for organizations to invest in staff development, in most cases, institutes ignore critical HRM issues such as induction for new recruits while staff are assigned to missions without any training on organizational culture. This could dent the image of the organizations were the behavior of such new staff contradicts the professed values of the organization.

In human resource management, to provide the sufficient number of employees timely a plan should be made considering the organization's present potential, development trend and strategic targets. It is called as human resource management which aims using the present human resources wisely, supplies the future human resource needs in terms of quality and quantity.

The quality of human resources in an organization depends on the success in recruiting process largely. In the employee selection process, cannot finding sufficient number of candidates, who have competence with the job, may lead not to fill some empty jobs and recruitment of noncompeting employees in the context of the job. It will result with some negative events such as increase in efficiency as well as increase in wage costs, labor force transfer, job accidents, decrease in motivation and thus in job satisfaction, increase in supervision costs of the business that the employee recruited does not bear the qualities of the job in full. If the candidate's features is not meeting with the qualifications that employees is looking for, then in this situation, it is said to be made wrong employee choice.

2.8.4. Turnover

Turnover refers to retirement, resignation and redundancy. While a department cannot plan turnover because there are factors, such as resignation, which are beyond its control, it can monitor turnover carefully to ensure the department will have minimal difficulties in retaining staff. If such difficulties are envisaged or experienced, the department will find out the causes for them and take early steps to address them by improving, for example, motivation or training and development opportunities.

When addressing the aspects of succession and turnover, the department also needs to consider other manpower planning factors external and internal factors

External Factors: A number of factors may affect whether talent is available in the market to fill posts in a department. These include the availability of the required personnel with the necessary qualifications, skills and experience at a specified time, the relative job opportunities in the private sector and the general outlook of the economy.

Internal Factors: Departmental Plan: A department assesses the number of staff it requires at different levels, at specified timeframes, in the light of its present and planned future work commitments. This may lead to an increase or decrease of the current manpower.(Civil Service Branch December 1995)

Chapter Three

Research Design & Methodology

3.1 Research Design

In the study, the researcher has chosen descriptive survey for its appropriateness to collect the current information about the Human Resource Management practices and challenges in Misrak Polytechnic College. As a descriptive research, the study will focus on the results from questionnaire supported by data from qualitative tools. The main purpose of the study is to describe the human resource management practices and challenges of Misrak Polytechnic College by considering both primary and secondary sources of data.

3.2 Sampling and Sampling Techniques

In order to conduct this study, the researcher purposively selected the Human Resource Manager and 2 more HR officers, the college Dean and Assistant Dean of Misrak Polytechnic College. Trainer respondents are selected from each department by employing random sampling which was carried on by randomly selecting trainers from each department based on the total size of trainers. The researcher selected five administrators like the dean and assistant dean, HRM manager and 2 Officers for the interview and 120 trainers' respondents from 12 departments to fill questionnaire. In addition to the respondents the researcher tried to see the HRM policy of the college, sample employees personal profiles and the evaluation points the college is following.

3.3 Instruments of Data Collection

The intended data from the HR manager and two officers, main and assistant deans has basically been collected using interview and that of trainers had been collected using descriptive survey questionnaire that contained open ended questions. In addition, the qualitative tool document analysis had been employed for the study to be held in depth and detail.

a. Questionnaire

A questionnaire had been developed to seek information about the human resource management practices and challenges in Misrak Polytechnic College, Addis Ababa. Open-ended questionnaires were limited because they are difficult to code and analyze moreover some respondents may have difficulty in expressing themselves in their own words (Hamilton, 1980). A well-prepared English version questionnaires became translated into Amharic and back checked and distributed to the respondents. To be sure about the message validity, pilot study was made and finalized and approved the Amharic version of the questionnaire. The Amharic questionnaires were distributed to help the respondents to express their understanding without language barrier.

b. Interview

In qualitative research, interview is a prominent instrument of data gathering (Creswell, 2009). The interview had been conducted as friendly dialogue (conversation) since it creates friendly atmosphere to get the real factor. Participants who concern to be interviewed were given the opportunity to view the basic interview schedule prior to the interview in order to have time to consider their responses. Interview has been conducted on the purposely-selected, four key informants from the college.

c. Document Analysis

In order to examine the human resource management practices, the researcher reviewed documented information to seek data about the practices, challenges, Policies & strategies regarding human resource management practices.

3.4 Procedures of Data Analysis

A request was asked from Misrak Polytechnic College to get permission to conduct the study. The researcher contacted the Dean physically to explain the purpose of the study, the data collecting instruments and set time to deliver the instruments. The researcher described the study to the randomly selected trainers from each stratum, gave instructions for completing the questionnaire and assured confidentiality. Finally, the researcher identified a responsible trainer

to collect and return the questionnaire using the prepared envelope. Doing so, the researcher started to interpret and analyze the results of the questionnaire.

3.5. Method of Data Analysis

Descriptive analysis of qualitative data analysis approach was used. The raw data collected were summarized using descriptive method. The researcher described the collected data to measure and analyzes the magnitude of respondents' opinions.

3.6. Ethical Consideration

Ethics refers to any set of rules or guidelines or human direction on the part of the researcher that directs the appropriate treatment of people participating in the research (Best and Kahn, 1999). In planning a research project involving human participants, it is important to consider the ethical guidelines designed to protect the participants. Inline with the ethical issues the following efforts were made;

1. I informed the participants about my interests and the process of data gathering. I tried to treat them with respect.
2. I promised that every care should be taken to ensure that none of the information collected would be cause of difficulties for any one or harm them. I clearly explained to them that the confidentiality will be maintained and used only for educational purposes, so that we all benefit from the outcome. I also stressed that they would have the right to withdraw from the study if any one felt like doing so.
3. I tried my best to ensure that they felt as ease and believed that no physical or psychological harm would come to any one as a result of participating in the study.

Therefore, I claim that ethical issues, which should be addressed, were properly handled in this research.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Following data collection, the data are analyzed and interpreted here in different parts as sampled trainers, Dean and Assistant dean, HR officers and the manager in the college.

The data gained through questionnaires, and interviews analysis were analyzed and interpreted in view of basic questions raised in chapter one. One hundred twenty questionnaires were distributed to the Trainers. Eighty three questionnaires were completed, returned and used for the study. Accordingly; data obtained from different sources were presented and discussed in the following pages.

The interview carried out with the HR manager, the dean and assistant dean and HR officers. And so the interview participants are coded as respondent 1, respondent 2, respondent 3, respondent 4, respondent 5, respondent 6 and respondent 7 for the sake of confidentiality.

4.1 Characteristic of Respondents

As it was mentioned in chapter one, the respondents were Misrak Polytechnic trainers, HR department members, the dean and the assistant dean. Out of total of 120 questionnaires distributed, 83 (69.16 %) were filled out and returned. Table one below shows the characteristics of respondents.

Table 1: Characteristics of Respondents

Characteristics of respondents		Current Position						Total	
		Trainer		HRM department member		Dean and Assistant Dean			
		No	%	NO	%	No	%	No	%
1. Sex	Male	57	68.6	2	66.7	2	100	61	69.3
	Female	26	31.3	1	33.3			27	30.7
2. Age	20-25	21	25.3					21	23.9
	26-30	27	32.5					27	30.7
	31-36	19	22.9	1	33.3			20	22.7
	37-45	11	13.2	2	66.7	1	66.7	14	19.3
	Above 45	4	4.8			1	66.7	5	5.7
3. Educational Attainment	Post Graduate	12	14.4			1	66.7	13	14.8
	Under Graduate	30	36.1	3	60	1	66.7	34	38.6
	Level 4 and 5	41	49.4					41	46.6
4. Total work Experience	0-1	28	33.7					28	31.8
	1-5	36	43.3					36	40.9
	6-10	13	15.7					13	14.8
	Above 10	6	7.2	3	60	2	66.7	11	1.1
5. Experience on Current Position	0-1	28	33.7	1	33.3			29	32.9
	1-5	36	43.3	4	80			40	45.4
	6-10	13	15.7					13	14.8
	Above 10	6	7.2					6	6.8

As Table 1 shows, females are fewer in Misrak Polytechnic College both as a trainer and as an officer. In addition to the participants figure, females' number in the total population is very few in comparative with male ones.

Regarding the age distribution, the respondents were distributed under five age categories, 20-25, 26-30, 31-36, 37-45 and above 45 years. Their age distribution was 25.3 %, 32.5 %, 22.9 %, 13.2% and 4.8 % respectively. From the data shown in the table, it's shown that 81.9% of the sample population in Misrak Polytechnic College is young (below 37 years old) and the rest 22.07 % of the total population is above 37 years old.

Educational attainment or qualification was the other difference among respondents depicted in this table. Among the respondents 14.8 % were post graduated and are called Level A, 38.6 % were first degree holder and also called Level B and the rest 46.6% are Level 4 and 5 graduates who are called level C based on their qualification.

The fourth item in Table 1 shows the respondents total years of experience. This was categorized in to four categories which was 0-1, 1-5, 6-10 and above 10. According to the categories, 1.1 % have got more than 10 years of total work experience, 14.8% have 6-10 years of experience, 40.9% of the respondents have 1-5 years of work experience and 31.8% of the population have 0-1 year of total experience. The data shows that most of the respondents are those who worked for not more than 5 years.

The last point regarding the characteristics of respondents is their experience in Misrak Polytechnic College. Similar to the previous point, majority (72.7%) of the respondents are working as their current position for not more than 5 years. This shows that the college has got more of new manpower in its staff structure.

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

4.2. HRM Policies and Practices in Misrak Polytechnic College

From the data collected by the researcher, it's found that Misrak Polytechnic College follows Addis Ababa Administration Civil Servants Proclamation No 6/2000. The HRM of the college executes the directives stated in the proclamation for the management and control of human resources in the college.

Employees awareness regarding HRM practices in the college

From the interview made with the respondents and from the document analysis it is possible to understand that Misrak Polytechnic College follows Addis Ababa Administration civil servant proclamation No 6-2000 as the general human resource policy. Through the proclamation, the college solves and settles all human resource related issues the HRM is handling.

The researcher could identify that the trainers have less awareness regards the HRM practices in the college. Creating awareness of HRM practices among the trainers is given less attention so that trainers couldn't describe much about that.

Respondent 3 and respondent 5 gave a reason that "the time consumption, budget scarcity and the emergency need of the position made the awareness session very much limited." May 9, 2017

Respondent 3 claims that,

"since managing human being is such a complicated task, it's difficult to estimate the needed number of trainers and other staffs within one academic year. The reason is that no one knows when one leaves or resigns the job and Misrak Polytechnic is a college in which vocational trainings are given very widely that holding the teaching learning and providing training for the awareness is mostly unpractical. Through this the college trainers' faces lack of awareness in human resource practices of the college." May 11, 2017

From the above data the researcher understood that there is lack of policy or directive which is set for the training and induction purpose. When employees get proper knowledge and idea of what they are going to, they will be more responsible and the job for the HRM will get less.

Besides the awareness regarding the HRM, trainers were not at all given their specific job description so far. At the time of discussion with Respondent 3, it's mentioned that "all the

trainers are not given job description. The college doesn't have prepared job description for its trainers. Only the administrative and supportive staffs do have their specific job description.” May 11, 2017 Respondent 3 also describes that “not having job description for trainers made a significant gap between what the trainer is performing and what the college expects the trainers to do”. Respondent 1 adds here that “lack of commitment and seriousness in the HR department members’ results to low performance to fulfill the basic requirements which HRM was supposed to do.” May 11, 2017

Human Resource Planning

The proclamation 6/2000 Part 3, Chapter 1, No 12 states that “The purposes of HRP are:

- Taking steps to fulfill the qualified and the needed quantity of human resource for any governmental organization based on the strategic plan
- Every governmental organization should plan short term, medium and long term plans and execute them based on the strategic plan.
- Recruitment should take place based on the HRP.
- The commission will provide directives regarding the HRP.”

The above explanation tells that all the governmental organizations’ recruitment should be based on the planning they made earlier.

As per the data found from Respondent 4 and Respondent 5 and as per civil servant proclamation the college is following, the HR department sends the need assessment for the commission and gets confirmation regarding the qualification and the budget status. Based on the confirmation collected from the commission, the college makes vacancy announcement on their own notice board and through government Medias.

In the planning process of the college all department heads, the dean and vice dean are cooperated with the HR department to make the planning effective.

Misrak Polytechnic College HRM requests all 12 departments and the dean of the college to submit their needs assessment for making the HR planning and to forward the same for the commission for approval. But as the Respondent 3 and Respondent 5 explained “at the time of interview, most of the HR plans made earlier gets fail due to the continues turnover in the

college. When trainers and other staff members leave the college, the whole HR planning faces difficulty to be followed and achieved.” May 11, 2017

In addition to this the Respondent 3 again describes that “the high market demand of the trainers in the private firm makes the turnover rate high which is difficult for proper HR planning.” May 11, 2017.

As it’s mentioned above though there are serious difficulties the college is facing, the planning process of the college is as its mentioned in the civil servant proclamation in which the college is following and participatory of all concerned divisions of the college.

Job description and Job design

Again on the proclamation Part 3, Chapter one, No 18 says that “the employer or the authorized person should provide a letter which contains the position, salary, starting date job description for the new employee”

This indicates that any employee should have his/her job description with him/her in order to have clear understanding of the job he/ she is going to perform.

Recruiting

The proclamation 6/2000 Part 3, Chapter 1 and No 13 clearly put the recruitment policy which states:

- Its strictly forbidden to create discrimination based on gender, race, religion, political opinion, disability and HIV AIDS on the process of recruitment.
- Employees will be assigned for the particular job when only they are found efficient and qualified for the position.
- In the case of government employees recruitment, Even if their result is equal or relative, females, people with disability and those whose race are less in the organization will be given priority.

The proclamation listed the possible ways for creating fair recruitment system in any governmental organization.

As the data collected through the interview and questionnaire from the participants, the researcher could identify the recruitment practices the college as following. After the human resource planning is made and approved, Misrak Polytechnic College posts the vacancy at the college's notice board and other government Medias. After posting the vacancy, selection stage follows. At selection process of the college, the applicants will be sorted out based on the qualifications and the work experience the vacancy required. The participants described that there will be oral and written examinations given and evaluated by the concerned division along with the HR department.

Though the above formalities are fulfilled at the recruitment process, there are some cases both the trainers and administrators agreed that some kind of unfair and favored recruitments are being practiced in the college. As trainers explained there are some employees who are there just out of the favor they got from the concerned. The same issue was outstretched for the Participant 3 and Participant 1. Both accepted the fact that some were employed for the advantage of personal relation or personal favor and informed the researcher that the current HRM of the college is working hard to avoid such trend 100%.

The participants of the study also claimed that the Level C recruitment, which is being managed by the department heads is not up to the satisfaction of the college employees and trainers. The researcher learnt that some trainers keep Level C trainees in the college who don't fit for trainer position just for their advantage in the evaluation and just to fill up the number.

The researcher tried to identify the recruitment practices in the college. All respondents responded that the college follows the regular recruitment practices like open vacancy announcements and necessary evaluation procedures are being practiced in the college at the normal circumstance but faces difficulty in the case of Level C trainers' recruitment.

In addition to the above mentioned points, the researcher finds out the HRM department itself is not set of HRM professionals. There are 3 members in HRM department and only one officer is found to be HRM graduate. The other is Pure Management graduate and the HRM manager himself is Business Management graduate. For this issue Participant 3 responded that "the recruitment of HRM department was made this way because of the internal promotion policy the college is following. As per the Respondent 3, at the time the vacancy announcement, the college

gives chance for the internal applicants and promotes those who have got qualification in the vacant field or the related one.

Equal opportunity for employees

The data collected from Misrak Polytechnic College shows that except the supportive office staffs, most of the trainers are males. The college has 77 female trainers and 188 male trainers. Respondent 1 and the Respondent 3 of the college described that all the vacancy announcement and recruitment procedure of the college tries to give equal opportunity but the candidates are more of males. Respondent 2 added that it's the general objective of all organizations under civil service to achieve having 50% of female employees and Misrak Polytechnic college is one of the colleges which is doing the best to have 50% of female employees.

Respondent 5 added that there are few departments in which females are bit more in number than males but when we take the general number of trainers in all 12 departments, there is significant number different with that of male trainers.

As Respondent 5 claimed, "there is no affirmation action practiced in the college to balance the female number of trainers. In some departments there are more female trainers but still it doesn't compete with the male ones." May 9, 2017

Performance Appraisal

Based on Chapter 5, No 32 of the proclamation 6/2000 the evaluation policy states the purpose of performance appraisal as follows:

- To evaluate whether the employees are performing within the expected time, quality and quantity
- To understand employees strengths and weaknesses so that its possible to overcome their weaknesses
- To investigate employees interest and commitment for improvement
- To improve employees interest on the better achievement
- To help the management in taking appropriate managerial measure based on the performance appraisal

In addition to this the performance appraisal should be open and directives are to be prepared by the commission.

Chapter 5 of the proclamation clearly states the importance of performance appraisal and the way it should be done in all government organizations.

The trainers responded that there is performance evaluation session which is practiced by the department heads along with the HR officers and sometimes the Assistant dean also participates. As per the responds collected, the evaluation session has programmed and scheduled. Most of the respondents said that they were evaluated by the concerned divisions minimum of once a year and mostly twice in a year. The trainers also explained that they always discuss with the HRM office, the department head and when necessary with the assistant dean on the findings and the improvements to be done in the future.

Respondent 2 responded here that “the performance evaluation of individuals is going as it was needed for the training need assessment and for the better outcome result of the college. At the end of every academic year the departments submit the accomplishments of the department including the trainees as a whole”. May 10, 2017

Respondent 1 and Respondent 2 claim that “the personal evaluation is being done in a timely and uniform manner for all the trainers. The respondents accepted the fact that it’s very crucial point for the organizational development.” May 10, 2017

Respondent 1 explains

“the lack of sufficient HRM staff in the college is a barrier to do even more on the evaluation practice. As the evaluation is the backbone in developing the human resource of the college, the dean expects still to be done more in a very organized and frequent manner. He also explains that they are doing their best to address all trainers more regularly in a year.” May 9, 2017

From the above descriptions the researcher understood that the personal evaluation in Misrak Polytechnic College is going well as the expectation of the college community. As it is one of the ways for understanding the need for updating and developing the human resource, it should be continued as seriously as its now.

Reward and Punishment

The proclamation states that the performance appraisal in the government organizations is practiced through the promotion method. In Chapter 2 of the proclamation its mentioned that all employees in the organization are eligible to apply and compete for the promotion and for the internal vacant position. The directive for the promotion is prepared by the commission.

At the same time the proclamation Chapter 9 states that disciplinary measures are good to take in order to make the employee fine for the work. No 68 of chapter nine listed the steps to punish employees like from oral warning to dismissal.

Based on the data collected, the researcher learnt that the reward punishment practice of the college is actively being followed by the HRM and the assistant dean of the college. The reward and punishment practice of the college is taking place mainly at the time of employees get together party and any possible function time in the academic year. The reward and punishment practice is to be found the effective way of employees' motivation. Misrak Polytechnic College HRM takes extra effort and separate committee to check the competencies among the trainers with the help of Assistant dean, department heads and other trainers selected as the committee.

Human Resource Development

Part 6 and No 58 of the proclamation mentioned that training and development is important for employees to improve their skill and perform better on the areas they are assigned or to make the employee ready for further responsibilities. In No 2 it is also described that all organizations are responsible to make need assessment, plan and to get budget for executing and finally to inform the commission. And the commission should make HRD policy and submit for approval. After the approval the commission should supervise the execution.

The above proclamation point clearly describes that HRD is to be done with coordination of different divisions and that it should not be taken as the responsibility of only one particular department.

From the collected data, the researcher understood that arranging HRD is a routine and basic responsibility of the HRM. All the divisions in the college make the yearly need assessment of every employee in that particular division. The need assessment can be categorized in skill

development or methodology or general rules and so on. Such finalized need assessment will be compiled by the HRM and sent to the Dean for the approval. Once the college dean approved, it will be sent to the commission for the budget approval. After getting approved and confirmed by the commission it will be send to the Addis Ababa agency for the training arrangement and employees take the training as per the need they applied for in the beginning. But in most cases the budget releasing and confirmation takes too long for the decision and that makes the HRM plan fail. The college training and development of human resource is not going as the need assessment and got stuck for the reason of delayed decisions by the commission.

According to the data collected, out of 265 trainers 27 are taking off-the job training at the time of data collection. The government sponsored those trainers fully for them to be upgraded and for the organization to develop its human resource.

From here the researcher understood that the college's human resource development practice would have been good had the decision making of the commission gets bit fast and on time. The College HRM is doing the best to have frequent and necessary development program but the budget matter is a challenge for the college not to perform good human resource development practice.

Personnel Record

Based on the proclamation Chapter 3, Part 7, No 60, the personnel record filing is stated as follows:

- The management and commission have to arrange personnel record for any temporary and permanent employee
- All employees are allowed to take copy or to check their personal file
- Without the concerned officials no one can go through employees' personnel record unless the permission is given from the main management of the college.
- Every governmental organization is obligated to keep employees file secure and safe

The above point explains the importance of personnel record and how it has to be kept safe and secured. It also mentioned that the organization has to take extra care in personal file arrangement and security.

The researcher observed that the personal file of each employee is organized and filed properly but still there are complaints from trainers about losing documents from their personal files. The same question was raised for the Respondent 3 and it is confirmed that even if it's not as such big problem there are cases for losing documents from employees' profile. Respondent 3 claims that failure to make numbers on each employee document is the main reason for losing documents.

The researcher learnt that employee's personal file management needs a very close follow up and secured filing system. The current personnel record management of the college shows that one person is eligible to do anything on any file of the employees. There is no co related system in which employees file will be confirmed by a minimum of two people in charge that it cannot be accessible for a single person interest.

From the data collected from the respondents, the researcher understood that the college had experienced a serious issue of personnel record management in which one person has made adjustment in the personal file of the employee. In addition to this trainer respondents explained that they don't have confidence in their personal filing system because losing file from the personal record is getting repeated.

Retirement

The proclamation 6/2000 Chapter 11, No 85 states that "Any employee who is going to be retired has to be given advance notice 3 months earlier and the retirement should be practical at the last day of the last month he is being retired without any other formality."

Retirement practice is given equal attention as other HRM practices in Misrak Polytechnic College. As per the data collected from the resources, the HRM sends a notice or reminder for the employees three months earlier from the time of retirement. Meanwhile both the employee and the college will make things ready like payments, clearance, Pension ID card and other necessary requirements and settles whatever is left between the employee and the college. As the

respondents' explanation, by doing so, the HRM is clearing things from the retired employee and no back and fronts will be left after the time of retirement. In addition to this, there will be enough time to overhand the undue issues from the retired employee to the new one to make smooth knowledge transfer.

Termination

The researcher learnt that there is no particular policy for the retirement in the proclamation but it is explained in regard to the disciplinary measures.

According to the data collected from the respondents the college had only one case for termination practice. Respondent 1 explained that “the termination was made since the case was very sensitive and even it violates the criminal law of the country which the college administrator couldn't tolerate and compromise”. Respondent 1 added that “the college's discipline and work ethics of employees is not appreciated and accepted but the termination experience is less just because proper measures are not being taken by the HRM not because the college has got well discipline system.” May 9, 2017

4.3. Analysis on Major Challenges of HRM in Misrak Polytechnic College

From the data collected by the researcher, the following points are found to be major challenges of HRM in Misrak Polytechnic College

Employees high turnover

Because of the market price increment, trainers resign every now and then. The involvement of private sectors at a very high level affects employee turnover to the maximum. The turnover rate challenged the HRP of recruitment and HRDP of Misrak Polytechnic College.

Qualification and Salary scale of recruitment

As mentioned in the finding session it's discussed that the qualification and salary scale for recruitment is fixed by the civil service. Respondent 1, 2 and 3 agrees that it takes so much time to find candidates who can fit the requirements and qualification the commission has set and even if they found the salary doesn't worth for the qualification they fixed. Based on this employees doesn't stay much in the college and the HRM faces difficulty to replace the position.

Lack of budget and time for proper induction

Whenever the new employment is made its always at the time of the need in which there is no time to arrange sufficient induction for the new employee to create good awareness about the college policies, the discipline issues and other professional awareness.

Lack of commitment and interest in the HRMdepartment of the college

As per the HRM manager response any core performances of HRM could not be accomplished because of lack of interest and commitment the HRM department member have shown. The HRM of Misrak Polytechnic College couldn't perform as per the need and expectation of the college community.

Delay of decision making

From the discussion made with the respondents, the researcher understood that the decision making procedure of the commission, made the college slow on certain essential matters. The issues like training needs assessment and confirmation, employment procedure, and promotion matters needs decisions to be made by the commission after passing the internal beurocracy matter.

Employees work discipline

The researcher identified that the work ethics of MisrakPolytechnic College is very much in need of revision and close supervision. Trainers are out of the college in working hours. They don't keep the time in the morning and the leave the college early before time. It's easy to identify that there were no proper measures or punishments taken for such actions as discipline measurement and the HRM negligence towards such activities of employees, encourages them to keep up doing so.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1. SUMMARY

The main purpose of this study was to assess on the human resource management practices and challenges in the case of MisrakPolytechnic College. In light of this, the study focused on meeting the following specific objectives

- a. To check the Human resource management policies and guidelines of Misrak Polytechnic college.
- b. To describe the Practices of human resource management in Misrak Polytechnic college.
- c. To identify the major HRM challenges in Misrak Polytechnic College.

The study was also guided by the following basic questions and attempted to answer them.

1. What are the policies and guide lines of Misrak Polytechnic College in Human Resource Management?
2. What are the practices of HRM in Misrak Polytechnic College?
3. What are the major challenges of Human Resource Management in Misrak Polytechnic College?

The study was carried out in Misrak Polytechnic College found in YekaSub-City which was selected using purposive sampling method. The study focused on three groups of respondents: Trainers of the College, HRM officers of the College, and the dean and assistant deanof the College. Questionnaires were used to collect data from trainers and interview was used to get additional information from dean and assistant dean, HRM manager and HRM officers of the college. In addition to that the researcher used document analysis to gather additional data about HRM practices and challenges in Misrak Polytechnic College. Out of 120 questionnaires distributed to the trainer respondents, 83 were filled and returned. And among 5 of the expected interviewees, the intended respondents provided their opinion.

Finally, the data obtained were analyzed using descriptive method of qualitative analysis for the openended questions and interviews.

Out of 83 trainers 57 are men and remaining 26 are women. This indicates that there is no balance of gender numbers.

In this study, it was designed to assess the Human Resource Management practices and challenges in the Misrak Polytechnic College. It also tried to address the HRM awareness practices, planning and recruitment practices, equal opportunity for employees, employees' retention, evaluation and retirement process, termination of the employees and challenges of HRM in Misrak Polytechnic College.

To meet the objectives, this study had addressed three basic research questions. In dealing with the research question, related data was gathered mainly through questionnaire, interview and document analysis. The data obtained were analyzed and interpreted by using descriptive analysis of qualitative research for the open-ended questions and interviews. Based on the analysis made, the summary of the findings are organized as follows.

1. Most of the trainer respondents answered that there were no providing of raising awareness by administrators about HRM practices in the College. The respondents indicate that there is less understanding of HRM practices in the employees and it may be difficult to apply HRM practices in a proper manner and which can be the reason for the main HRM challenges. The trainers of Misrak Polytechnic College agree that the more the employees are aware of the HRM practices of the college, the more it becomes easy and smooth to apply them. The HRM department also explained that creating awareness has to be done in a much programmed way and employees should take proper and full trainings. For this matter the HRM department claims enough budgets and time allocation from the commission to create acceptable and all necessary HRM awareness in the mind of the trainers and also other employees of the college.

In addition to the awareness, the Respondent 3 describes the fact that the trainers not having their specific job description affects the smooth going of the college. As Respondent 1 agrees that it's a basic duty of the HRM to provide appropriate Job description but it couldn't be done so far because of lack of interest and commitment among the staff members in the HRM department.

2. Most respondents agreed that the college's HRM planning is being made properly but the high turnover challenged the planning very seriously. Even if the HRM makes proper HRP, the high turnover rate in the college is affecting the plan. As per the respondents' information, some

employees don't stay in the college more than a month. Respondent 5 stressed that the turnover rate in Misrak Polytechnic College is very high and proper study has to be made by the agency and civil service then necessary measures have to be taken regarding it.

3. Most of respondents agreed that even though vacancies are advertised as per the proper manner, there are still favored employments happening in the college. For this matter Respondent 1, 4 and 5 agreed the fact that such employments were happening in the college. The HRM department and other supporting divisions of the college are doing their best to avoid it and to have well organized and open vacancy advertisement in 100% accountable manner. Respondent 2 added that since the employment is done totally in the college without the interference of the commission and the agency, there were little gap for such kind of improper employment and favored employees. But now the college is setting a committee by involving other members of the college in the recruitment process to practice professional and very open recruitment practice.

In addition to this Respondent 3 tells that the college is facing problems of inefficiency towards Level C trainer recruitment as it's mainly done by the trainers and department heads selection. Level C trainer recruitment is taken as one of the achievements for level A and B trainers so to get more value in their evaluation; they just fill up the position even if the selected ones don't fit very well.

4. From all the respondents it's understood that the HRM of Misrak Polytechnic College tries to give equal opportunity for employees regarding the gender basis. But still the number of female employees and males one is not balanced. As the agency aimed to have 50% of female employees, the college appreciates and invites females to participate equally with males.

5. Most of the respondents agreed that there are proper personal evaluation practices in the HRM of the College. The respondents agreed that the HRM and department heads takes extra effort in the evaluation process and they discuss the results and possible corrections at the earliest after the evaluation takes place. From this it can be summarized as the college's reward and punishment practice is depend on the result of their performance evaluation. The evaluation result can be taken as a view point to see where the trainings are to be arranged and whom to send for particular trainings.

6. Its agreed by all respondents that the reward practice of the college is active as it's expected. Based on the evaluation result following the academic year, employees get reward. As the researcher learnt from the respondents, the college makes the main rewarding program once in a year at the time of employees get together party and on some small functions of the college in between. From the respondents response it's clear to understand that the frequency of punishment is not as such remarkable. There is less repetition of punishment in the college and the HRM is weak in giving proper punishment when it's needed.

7. From the data gathered by the researcher it's understood that the training and development trend of the college is yet to be revised and considered. The HRM of Misrak Polytechnic College makes on time and reasonable training need assessment with the help of other concerned divisions. But the budget releasing and the decision for the confirmation of training need assessment takes lots of time. The commission takes its own time to come up with the budget and the confirmation after a very long and based on that the College's HRM plan of training gets delayed much. As per the respondents' data, even if HRM of the college is doing the best to accomplish the training practice, the decision taking time affects much not to go as per the need of the college.

8. As the researcher has observed, the college HRM has tried to have well organized personal file keeping though there are cases of losing employees document from their personal file. As Respondent 3 and 4 agree, employees lose documents from their personal files. It's confirmed and agreed by other administrators and trainers that the college's employee file keeping has got loose management to the extent of losing documents from the files.

9. The HRM of Misrak Polytechnic colleges treats retirement as per the accepted policies and strategies set by the civil service. The respondents explained that proper reminder or notice is given to the employees three months earlier from the time of retirement. This gives a heads up for the employees and a preparation time for the HRM of the college.

10. The researcher learnt that the case of termination in the college is less and it happens very seldom. The college experienced only one termination case for the past two academic years. Respondent 1 explains that the termination practice of the college is very much rare and all related cases in the college is treated by the discipline committee and HRM of the college.

11. The main challenges of HRM in Misrak polytechnic college are:

- Very high turnover rate in which employees resign their job in a very short period of time and without proper notice for the college to replace the position. This challenge mostly affects the planning, recruitment and human resource development practices of the college.
- Related to the above point the qualification the civil servant has set for the positions and the salary set for those positions is not accepted by most of the trainers and even if they are found to be hired, they don't stay long with the college. They always look for the better offer and leave at the earliest.
- The college HRM again faces lack of budget and time allocation for the essential trainings to be held by the trainers. Because of the budget and time, the trainings supposed to be taken by the trainers will be left alone and that results incompetence.
- The researcher learnt that there is lack of interest and commitment in HRM department members and lack of competency regarding the profession. In addition to less number of HRM professional in the college, the current HRM department members are not HRM professionals.
- The other challenge of HRM which the researcher noticed is that the commission takes long time to make decisions on recruitment, development and promotion related issues and such delaying affects the HRM of Misrak Polytechnic College negatively.
- The researcher tried to identify that the college employees doesn't respect the work ethics regarding the time keeping. Employees are going to the college late and leaving the college very early. It was difficult for the researcher to meet up the employees as per the scheduled appointment as they were not keeping the working hour. From the collected that it was possible to summarize that there was no appropriate discipline action taken against those who are going and leaving the college as they wishes.

5.2. CONCLUSION

Based on the findings of the study the following conclusions were reached:

1. As the results of the study, in Misrak Polytechnic College of HRM practices, there is lack of rising awareness of HRM policies for employees. This affects to have good practices of HRM and bring quality of human resource management in the College.
2. The HRM practices of Misrak Polytechnic college needs to be revised and rules and directives are to be seriously applied.
3. There are many pointed listed as challenges of HRM in Misrak Polytechnic College and some of them are high turnover rate, weak personal filing and discipline system is to be improved a lot.

5.3. RECOMMENDATIONS

Based on the findings and conclusion reached, the following recommendations are forwarded:

1. It is recommended that the administrators, stakeholders, the agency and civil service to participate in creating and developing policy awareness for the employees.
2. To have effective HRM in the college, it is better to reassemble the HRM department members with HR professionals and /or to give essential HR trainings. The recruitment process is better to be done with neutrally collaborated committee of the college so that it can be made only professional. Finally, In orderto make Level C recruitment appropriate, it is advisable to make trainers evaluationfree from Level C trainers' recruitment and to make the recruitment by the HRM and other supportive departments.
3. The researcher recommends the college to have proper coding in each file of employees and to have modern and computerized filing which can be controlled by the system. In addition to this it's also recommended to pass the file control for more than one officer so that cross checking will be practiced and files will not be lost for one's interest.
4. From the collected data summary and conclusions obtained so far, the researcher recommends the HRM and general management of Misrak Polytechnic College to change the leadership style the college is following now into managerial system in which the motivation will be practical due to consequences and penalties. It is highly recommended to be more serious on the implementation of disciplinary rules instead of making the employees committed and devoted for their assigned work.

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11. 如何证明数学归纳法 (Induction) 的有效性?

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