



**Practices and challenges of project human resource management
a case study of construction company Elmi Olindo Coca-Cola
Sebeta plant**

By

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Master of Arts in Project Management**

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DECLARATION

I, Bethlehem Hailu hereby declare that this thesis entitled “practices and challenges of project human resource management in case of Coca-Cola sebeta site” is my original work been created with the guidance of my advisor, Solomon Markos (Ph.D.)

This study has not previously been submitted for any diploma or degree at any institution or university and is presented to the university as a partial requirement for the Master of Arts Degree Award in Project Management.

I would like also to confirm that all the sources of materials used in this study are properly acknowledged.

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practices and challenges of project human resource management: a case study
in construction company Elmi Olindo Coca-Cola Sebeta plant

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ENDORSEMENT

This is to certify that Bethlehem Hailu carried out her thesis on the topic entitled “practices and challenges of project human resource management: a case study in construction company Elmi Olindo Coca-Cola Sebeta plant” under my supervision. This work is original in nature and is acceptable for the submission award of Master of Arts Degree in Project Management.

Dr. Solomon Markos (Advisor)

Signature

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Abbreviations

CCSB: Coca-Cola Sebeta

HRM; human resource management

HR: human resource

HRP: human resource planning

T.Q.M: Total quality management

O.T.J: on the job training

SPSS: Statically Package Software System

ST. D: standard deviation

Abstract

This study assesses the practices and challenges of project human resource management in the construction of Coca-Cola sebeta plant in Elmi Olindo Construction Company. The key human resource functions on the project are evaluated using a mixed design approach strategy that incorporates both quantitative and qualitative research design methodologies. The projects employees' answers to a self-administrative questionnaire, were utilized to compile the statistical data of the project. Due to a limited sample size, the study's 52 participants included project engineers, project managers, project coordinators, foremen, and other staff members. A valid 52 questionnaire are gathered and evaluated using descriptive analysis. The results show human resource management practices such as recruitment and selection, compensation, and employee management, and turnover are found to be effective and suitable for the project. The recruitment process was fair and the competencies required for the job are clearly defined. However, training and development opportunities on the project was not effective and satisfactory. The compensation and reward practices were crucial for the project. The main challenges faced on the project were finding qualified project lack of required skilled force on the project site. This problem was magnified due to the size of the project and requiring a lot of working force. Also, there is a lack of continuous training opportunities on the site. Communication gap between project teams leading to conflicts. the researcher also recommends in initiating opportunities for suitable and ongoing training and development. To ensure that employees have the skills and knowledge necessary to do their jobs well, these training sessions are found to be necessary. The successful and safe running of an organization as well as the execution of projects depend on excellent communication between project teams and departments. The researcher further advises in developing skills outside main cities to resolve the labor shortage in the construction industry.

Key words: human resource management functions, employee Retention, Communication

CHAPTER ONE

Introduction

1.1 Background of the study

Since the 1950s, project management has been used as a method that integrates all significant engineering specialties. It is essential for projects that need a lot of resources to be completed successfully, such as people, money, and equipment. Project human resource management refers to the procedures that the project manager uses to set up and manage the project team, which consists of stakeholders including clients, partners, and sponsors as well as other members of the project team.

The procedures that give the project manager the ability to set up and direct the project team are referred to as project human resource management. The project manager is responsible for carrying out the organization's strategy. As a result, this function is crucial to successfully complete the projects (An, Qiang, Wen, Jiang, & Xia, 2019). The project management team is a portion of the project team and is in charge of overseeing the five main process groups. It encompasses all parties involved, such as the project team, clients, partners, and sponsors.

The project manager must be aware of the organizational process assets and enterprise environmental factors that can influence the project's outcome while creating the human resource plan. Studies recognize how human resource management techniques affect initiatives.

Demirkeen and Ozorhon (2017) argue that project performance is influenced more by human resource management than by project scope and time management. The majority of the time, it is believed that empowering project team members is a crucial component of people management in completing successful projects (Dayan, Basarir, 2010; Pons, 2008). Therefore, in order to deliver projects successfully, people management has significant consequences for project management.

Proper management of project human resource ensures the Formation of efficient teams, acquiring correct talent and skills, putting people with the best experience on a project, Successful and timely project completion and Avoiding conflicts.

According to research, human resource management is more crucial to project performance than project scope and time management. An essential component of effective people management in completing projects is giving project team members the freedom to make decisions. The steps involved in managing human resources for a project are planning, acquiring, developing, and managing. Effective management guarantees the creation of effective teams, the acquisition of appropriate

Elmi Olindo & Co was established in 1937 and it has been a leading construction company in the country since. It's grade one contractor in the country, working on prominent construction projects throughout the country. It employs 5,000 people total, which have stayed in the construction industry for a long time.

Elmi Olindo has participated in construction of all four Coca-Cola plants in Ethiopia. Construction of the Coca-Cola Sebeta plant, which lies on 14.6-hectare of land, started in March of 2019. The plant is located 25km away from the capital city in Dima, Sebeta. The construction contract amount over 30,000,000 USD was awarded to Elmi Olindo & Co. The project includes administrative building, utility blocks, workers cafeteria and ablution, bulk warehouse, vehicle workshop, day care and the production blocks. The plant was inaugurated in May of 2022. At its prime, 10 project managers, 17 engineers and more than 700 skilled and non-skilled laborers had participated on the project.

The study refers to different project reports of the CCSB Project. This study intends to investigate how the practices and challenges of project human resource management were during the construction of the Coca-Cola Sebeta plant. Therefore, it is crucial to assess the challenges were faced and how the project human resource management was implemented, in order to further the company's competitiveness in the industry.

1.2 Statement of the problem

The construction industry in Ethiopia is booming and all the signs point to its continued growth. But this field has its own struggle. One of the major difficulties faced by the project in study was acquiring qualified workers. Finding a qualified worker is difficult but the issue is amplified when

the site is rural area. So, the study tries to assess what the challenges were while acquiring these workers.

After hiring employees, they should be trained to on how to do their jobs properly and efficiently. But that's not true to most construction companies. In order, to excel in their career's employees need continual training and skills development. Providing this on a regular basis and making it easy for employees to facilitate their own growth is vital to success. But employee development was not seen as an important aspect for the project success.

Team management involves the processes of following performance, providing feedback, resolving issues, and coordinating changes to enhance project performance (Thomas and Zavrski, 1999; Thomas et al., 2003).one of the crucial parameters in team management is communication. It's the way you implement ordr. A lack of communication measures on the project has caused in poor team networking and project delivery.

Qualified construction workers are vital for any company, so losing any workers during a project can cause delays. The HR staff is responsible for offering incentives to employees so they remain productive and feel valued in their roles. Here the researcher tries to see what practices were Implemented to compensate and reward employees

One of the focus areas for this study was what practices were there to handle employee's turnover. The turnover rate in the construction industry remains high and makes hiring and training new workers a costly venture for contractors. While you can never eliminate all turnover, take steps to lessen the challenge. To reduce employee turnover, we can say there was little to none done by HR. There was also little effort shown to offer employees competitive wages and benefits package to tackle this problem.

as far as the researcher's knowledge concerned there were no studies done that included all human resource management functions that the researcher used for this study. This study aimed to fill gaps left by the previous researches specifically in evaluating the practices and challenges faced in construction company Elmi Olindo P.L.C.

1.3 Objectives of the study

1.3.1 General Objective

The overall objective of the study was to assess the human resource management practices and challenges seen in construction of Coca-Cola sebeta plant site.

1.3.2 Specific Objectives

The specific objectives of the study include:

- To assess the recruitment and selection process
- To assess how employee training and development practices were on the project
- To assess how the compensation and reward practices were.
- To assess the projects employee Turnover
- To identify challenges of project human resource management on the project

1.4 Scope of the study

The study's focus is on evaluating project human resource management techniques and difficulties. Only the Coca-Cola Sebeta site was assessed for the study. The conclusion is therefore reflecting only the status in the CCSB project of Elmi Olindo construction company. The study's primary focal areas were employee management, salary and reward systems, training and development, and employee turnover.

1.5. Significance of the study

This study examines project human resource management practices and difficulties in implementing them at Elmi Olindo P.L.C. construction company's Coco-Cola sebeta site. The study might be essential for providing some concepts or recommendations that could be used to solve the problems faced in the project. The study focuses on core human resource management functions affects the construction industry. and show how to better implement the functions.

1.6 limitation of the study

This study assesses the project human resource practices in Coca-Cola sebeta plant project. and therefore, the study is limited to one site project and few human resource practices such as employee management, salary and reward systems, training and development, and employee turnover.

CHAPTER TWO

Related Literature review

2.1. Theoretical review

2.1.1 Human resource management

The success of an organization depends on HR's ability to acquire, manage, and retain personnel, especially in light of the volatile nature of the labor market and the quick changes in business operations brought about by technology. A more intelligent method of working called HR project management enables HR teams to carry out their activities and plans in an orderly, effective fashion.

The phrase "human resource management" (HRM) designates a systematic and all-encompassing strategy for managing an organization's most valuable asset—the workers who, both singly and collectively, assist the business in achieving its objectives (Paul, 2006). Human resource management, according to Modibbo Adama University of Technology, is the process of employing people, offering them the right training and salary, defining policies for them, and devising retention programs.(Portolese Dias, n.d.).

Other titles for HRM include personnel management (PM), staff management, and manpower management (Opatha, 2009). In the past, personnel administration or personnel management was used to describe what is today known as human resource management. However, there is disagreement among experts as to how precisely human resource management varies from traditional personnel management. According to them, HRM is far broader and more mission-driven than people administration (Byars & Rue, 2000).

The company's total quality management (TQM) policies pertaining to pay, hiring and selection, conditions of employment, safety and security, and welfare benefits are what give employees the highest pleasure, per a study by (Reepu, 2020). According to a study, other factors that affect satisfaction include the working environment, human resource management, training and development, pay policies, and industrial relations.(Rahman et al., 2013).

2.1.2 Human resource management aim

The overarching purpose of human resource management is to ensure that the organization can prosper through its people (Paul, 2006). Human resource management's overarching objective is to attract and keep a qualified and satisfied labor force, which contributes most significantly to organizational performance on an individual basis. A suitable employee force consists of workers who possess the knowledge, abilities, and attitudes necessary to completely realize the objectives of the firm. A person who possesses these qualities is said to be appropriate. Being content is defined as being pleased and satisfied (experiencing a higher level of well-being) (Opatha, 2009).

2.1.3 Human resource management function

Organizational management and employee development are priorities for HR departments. They are involved in the creation and implementation of HR strategies and policies, as well as some or all of the following people management activities: organizational development, planning for human resources, talent management, information management, recruitment and selection, learning and development, management of incentives, relations with employees, health and safety, welfare, HR administration, compliance with legal obligations, equal opportunity and diversity issues, and any other people management activities.

Human resource functions are the duties and obligations performed in both large and small enterprises to support and coordinate human resources. HR covers a broad variety of tasks that significantly affect all areas of a business.

Human resource functions are the duties and obligations performed in both large and small enterprises to support and coordinate human resources. Human resource functions cover a broad variety of tasks that significantly affect every aspect of a business (Byars & Rue, 2000). The Society for Human Resource Management (SHRM) has defined the following six essential components of human resource management:

1. The planning, hiring, and selection of human resources.
2. The development of human resources.
3. Reimbursement and perks.
4. Health and safety.

5. Labor and employee relations.

6. Research of human resources.

2.1.3.1 planning for human resources

HRP is "the system of matching the demand for people (those to be hired or searched for) with the supply of people (current employees) both internally and externally." with the openings that the company anticipates having over a specific period of time. HRP is the process of "getting the right number of qualified people into the right job at the right time" (Byars & Rue, 2000). Two essential problems must be addressed in order for this to happen: first, how many people are required, and second, what kind of people are required. Human resource planning also takes into account broader concerns like hiring and training practices in order to improve organizational effectiveness.

How human resource planning is employed inside an organization will rely on how well management comprehends that success depends on anticipating future human resource demands and putting plans in place to satisfy those needs. The strategy will also be influenced by how accurately forecasts can be made.

The labor market context is divided into two parts: the internal labor market, which is made up of employee stocks and flows that can be trained, promoted, or reassigned to meet future needs; and the external labor market, which is made up of external local, regional, national, and international markets from which different types of employees can be hired. There are frequently many markets, and the number of lobbies available in each of them may differ significantly. Any possible shortages must be found in order to implement a mitigation strategy.

After calculating the required staff size, HRP must develop a hiring strategy.

Basically, every business engages in formal or informal human resource planning. While some businesses function successfully, others don't.

HRP entails adapting fundamental planning to the organization's human resource requirements. Any human resource strategy has to be drawn from the organization's strategic and operational strategies in order to be successful. To ascertain some of the problems they are encountering, companies and departments will utilize a strategic planning tool that analyzes strengths,

weaknesses, opportunities, and threats. HR may align itself with the demands of the business by comprehending the business plan once this study has been completed for the company (Portolese Dias, n.d.).

Process steps for human resource planning

HRP process is described by Byars and Rue in their book "human resource management".

1. Evaluating how the organization's goals will affect certain organizational units.
2. Outlining the range of abilities and personnel numbers necessary to meet the goals of the business and each department.
3. Calculating the required net extra human resources in light of the organization's present human resource levels.
4. Creating action plans to address the expected demands for human resources.

2.1.3.2 Recruitment and selection

Low motivation, poor production, and excessive turnover, to name a few problems, can all be traced back to inadequate hiring practices. In order to avoid these faults, it makes natural that businesses will look for the best candidates to hire (Tahir & Brézillon, 2020). Employee selection is associated with various human resource (HR) procedures such as HR planning, job assessment, recruitment, interacting with others, training and development, managing, compensation, layoffs, and labor relations, either directly or indirectly. (Adhikari & Ghimire, 2021).

To meet the demands of the business in terms of human resources, the primary objective of the hiring and selection process should be to locate as many quality personnel as possible at the lowest cost (Armstrong, 2006). From a variety of well qualified career prospects, engage in the process of recruitment (Portolese Dias, n.d.).

Prior to hiring, businesses must develop effective staffing strategies and forecasting to ascertain the number of employees they will require. Both the organization's short- and long-term strategies and annual budget will serve as the foundation for the prediction (Portolese Dias, n.d.). Companies must have effective forecasting and staffing procedures to determine the amount of people they

will need before making hires. The prediction will be built on the organization's annual budget as well as its short- and long-term plans (Byars & Rue, 2000)

Recruitment and selection phase

The three stages of recruiting and selection were covered. At this point, the terms and conditions of employment as well as job descriptions and requirements are specified. The hiring process includes reference checks, interviews, and contract preparation. It also includes advertising, hiring agencies and consultants, evaluating and assessing applicants from other sources both inside and outside the company, and attracting candidates for the third round of selection (Paul, 2006).

The essential phases of the recruiting and selection process change depending on the role and the company. A recruiting process consists of these four fundamental steps: Phase of planning Hiring resource managers often need to obtain the job vacancy authorized before running a job ad. They should consider their recruitment budget in addition to outlining the role and assembling their hiring team. Phase of attracting candidates: During this phase, every action hiring teams take to restock their pipeline with quality candidates is covered, including applicant sourcing, job postings, and contacting references. Phase of candidate selection: The interview is important in the selection of candidates. Stage of extending an employment offer: If everything goes as planned, the business will email the chosen applicant a job offers in this step, which they will accept. However, on rare occasions, candidates could opt to reject or haggle over the offer (Tahir & Brézillon, 2020).

Decenzo claims that the following procedures are used internationally: a preliminary interview, a job application form, a psychological test, a major interview, a provisional job offer, a background check, a medical exam, and a job offer with a permanent contract. Some organizations may change the sequence of the steps and omit some of them (Lin, 2013).

Source of recruitment

Every company has the option of choosing between internal or external sources when choosing candidates for its employment processes. Internal sources of recruitment are those that are utilized by the company to fill open jobs. External sources of recruiting include any other sources of candidates, such as outsourcing companies and other organizations (Girma, 2019).

Internal hiring provides a number of benefits, including a better understanding of employees' strengths and shortcomings, performance reviews, and more reliable statistics. When it results in possibilities for advancement or avoids layoffs, it may also have a favorable impact on staff motivation and morale. However, internal promotion can become too aggressive and negatively impact morale and productivity. When hiring from internal sources, care must be made to prevent attitudes like "We've never done it before" or "We do all right without it" from stifling new ideas and breakthroughs (Byars & Rue, 2000).

As it is frequently less expensive and simpler to hire from the outside than to train and develop personnel internally, external recruitment is necessary in firms that are expanding quickly or have a high need for technical, skilled, or management staff. However, it could be more challenging to find, get in touch with, and evaluate possible personnel. It might also take longer to acclimate or go through orientation. Additionally, it may lower morale among employees who believe they are qualified for the positions (Byars & Rue, 2000).

2.1.3.3 Performance evaluation

Performance is the level of task completion that characterizes an employee's work. It shows how effectively a worker is completing a job's criteria. Performance is judged in terms of results and is sometimes mistaken with effort, which relates to the amount of energy utilized.

Performance management is the practice of improving individual and team performance in order to improve organizational performance. It is a strategy to get better results by understanding and controlling performance within a set of established planned goals, standards, and competency criteria. techniques for fostering consensus on what needs to be done, as well as for directing and developing people in a way that enhances the possibility that it will be done in the short and long terms. It motivates people to do the right activities by making their goals obvious. Owners and operators are those in line management.

Performance appraisal

At least once a year, a systematic performance review method is used to evaluate each employee. The organization's fundamental laws and regulations and their performance evaluation should be the tools utilized to assess an employee's overall performance.

An employee's work performance is assessed, communicated to them, and a plan for improvement is created throughout the performance evaluation process. It is used to make administrative choices like merit pay increases, layoffs, and promotions. It can also give the necessary information for figuring out what people's and organizations' requirements are for training and development. It may also be used to validate HRP and selection processes.

Aims of performance management

Performance management attempts to establish a high-performance culture in which people and teams take ownership of the ongoing development of company procedures as well as their own abilities and contributions. It guarantees that people respect the company's basic principles and that individual goals are in line with organizational goals.

The objectives of performance management, as stated by a number of businesses, are as follows.

- Enabling, inspiring, and rewarding staff to perform at their highest level
- Making sure that assignments are assigned to staff properly and with the proper focus. bringing everyone's own objectives in line with the organization's objectives.
- Actively managing and allocating resources in accordance with agreed-upon accountabilities and goals.
- The actions used to manage employee performance in order to create a high-performing organization.
- Making the most of each person's and team's potential in order to benefit themselves and the organization, focusing on achievement of their objectives.

Maximizing the potential of individuals and teams to benefit themselves and the organization, focusing on achievement of their objectives.

2.1.3.4 Training and development

To meet our higher-level objectives, humans must experience self-growth. HR professionals and managers may support this process by offering internal training programs and paying for workers to participate in job skill seminars and programs (Portolese Dias, n.d.). Training is the process of

learning wherein the information, skills, and abilities necessary to carry out a vocation are acquired.

training techniques

Training may be delivered through a variety of techniques, such as coaching and mentoring, peer collaboration, and participation from the subordinates. People who work together are more engaged in their work and do better work, which improves organizational success. On-the-job training and off-the-job training are the two types of training and development methods that businesses most regularly use, according to (Paul, 2006).

On-the-job training (OTJ) is a method for teaching workers while they are at their place of employment, claims Paul (2006). The purpose of this training is to acquaint the staff with the average workplace. The personnel will directly engage in operating machinery, equipment, gadgets, materials, and other objects during the training session. Additionally, it educates the employees how to handle any difficulties they could encounter while performing their responsibilities. The fundamental tenet of this training is learning by doing, which occurs when the boss or more experienced employees demonstrate how to complete a certain activity. The pupils do the work as directed by the supervisor. This method is commonly used by firms to teach both existing and prospective employees since it's straightforward. There are several different types of on-the-job training, including apprenticeship, coaching, internships, work rotation, job teaching, and a few more.

According to (Paul, 2006), off-the-job training is a separate kind of training that is scheduled for a specific period of time at a location other than the original work environment. This kind of training at a location other than their place of employment aims to give employees a tranquil setting where they may just focus on learning. Training materials are given to the students to ensure they have a solid theoretical foundation. The trainees are allowed to voice their ideas and opinions during these training sessions. They can also research original and imaginative ideas.

During off-the-job training, the employee should be exposed to some of the foundational systems employed in case studies, conferences, audiovisuals, seminars, simulations, role plays, and lectures. This is one of the priciest training methods. It includes deciding on the training site, putting up staff facilities, and hiring qualified individuals to provide the training.

The process of development and training

According to research by (Girma, 2019), the steps stated below are regularly carried out during the training process in a corporation.

o Establish the necessary training.

This study is necessary to determine the training requirements for either the personnel or a specific job. In general, stage managers utilize the subsequent procedures to assess if staff members require training:

- Organizational analysis, analysis of job needs, and performer assessments
- A human resource surveys
- Training strategies and their execution.
- This phase of the training process emphasizes the methods and techniques utilized to conduct training. Budgets, objectives, and deadlines are allotted for training.

This typically turns out to be the most crucial stage of the training process since it focuses on the results of training.

2.1.3.5 Compensation and reward

The policies for rewarding performance within a business are vital in motivating employees. The effectiveness of the organization is eventually impacted by this. Various benefits are provided to employees in the form of compensation, wages, and salaries. An employee's complete reward is a monetary and non-cash award offered in appreciation of their work, time, skills, and production. It involves the thoughtful blending of five key elements that successfully attract, motivate, and retain the people required to achieve targeted business goals.

When reward works to establish a high-performance culture, which is a setting where an organization's values, norms, and HR practices come together to facilitate the accomplishment of high levels of performance, reward has a positive overall impact on performance.

Reward management techniques are one of the instruments that human resource managers use to attract and retain competent employees while also enhancing their performance. In order to support

both the strategic goals of the company and the goals of particular individuals, human resource managers must design compensation systems (Bosco, 2014).

2.1.3.6 health and safety management

Because companies are required by law and morality to eliminate or at the very least decrease health and safety risks and hazards, upholding the highest standards for health and safety at work is essential. Hence health and safety are given priorities before other considerations.

It is important to pay strict attention to health and safety because diseases and injuries caused by workplace systems or working circumstances cause suffering and loss to people and their dependents. Losses and damage to the organization are also brought on by accidents and absences brought on by illnesses or injuries. Despite the fact that this "business" reason is far less significant than the aforementioned "human" ones, it is nonetheless worth considering (Paul, 2006).

The cornerstone of every corporate safety policy is accident prevention. Naturally, preventing accidents is better than dealing with them after they occur. The basic objective of any safety program is to encourage employees to "think safety." As a result, the bulk of programs are designed to keep staff members considering safety and accident prevention.

Numerous tactics are used to raise employee safety awareness. However, successful safety plans often include four core elements. First, it needs the true (as opposed to just indirect) backing of top and middle management. If top management has a relaxed attitude toward safety, the staff will quickly notice. Second, it needs to be crystal obvious who is in responsibility of safety: operations managers. Safety should be seen by all operations managers as an essential aspect of their job. Third, a proactive mindset toward safety must exist and be maintained. The employees must believe that the safety program is beneficial and successful. Finally, a single person or department should be in charge of managing the safety program. The human resource manager or another member of the human resource team typically oversees the safety program (Byars & Rue, 2000).

2.1.3.7 Employee turnover

The financial health of a construction firm depends on employee retention. That's because high staff turnover rates might result in decreased revenue and profitability. Construction sites with a high turnover of workers put their workers' safety at greater risk. The job quality on the building

site may decrease, and both potential workers and clients may have a negative impression of your construction firm (Debbie trececk, 2022).

Offering competitive salaries and benefits, creating a safe and comfortable work environment, implementing training and career advancement opportunities, recognizing and rewarding good performance, and fostering good management and employee relationships are all ways that construction companies can lower employee turnover.

Compared to other businesses, the construction industry often has greater turnover rates. There are several reasons why this may be the case. Employee turnover has historically been influenced by factors such as the physical demands of the job, slow income growth, and project-based employment. Construction employees are being lured away by employment incentives from other businesses that are also facing a labor crisis.

2.2 Empirical review

According to Girma 2019, Effective implementations of the recruitment and selection process are important for human resource management. He used Mixed research approach. Primary data was used, together with simple random sampling techniques. The descriptive method was implemented. He also stated Placing the right person for the right position can motivate employees and maintain a better work environment, leading to job satisfaction and high labor productivity. Organizational success depends on the skills and abilities of their employees, and investment in training is essential for success. Furthermore, Effective compensation and reward systems are essential for attracting, retaining and motivating employees, and evaluating the effectiveness of reward and compensation schemes is essential for improving organizational effectiveness.

On his study on turnover intentions Terefe 2021, Job satisfaction, achievement, recognitions, compensation, organizational commitment and job engagement effect on turnover intentions were studied. He used Mixed research approach and Primary data where used, together with simple random sampling techniques. The descriptive method was used. The study's findings are presented as follows

- Effective implementations of the recruitment and selection process are important for human resource management.

- Placing the right person for the right position can motivate employees and maintain a better work environment, leading to job satisfaction and high labor productivity.
- Organizational success depends on the skills and abilities of their employees, and investment in training is essential for success.
- Effective compensation and reward systems are essential for attracting, retaining and motivating employees, and evaluating the effectiveness of reward and compensation schemes is essential for improving organizational effectiveness.

Padam Bahadur Lama, 2022 on their paper regarding job satisfaction, studied the effect of Recruitment and selection, training and development, compensation policy and performance appraisal on job satisfaction. Using Quantitative research approach and by applying Static tools for correlation and regression he concluded that the mentioned human resource functions had positive and significant effect on job satisfaction

CHAPTER THREE

Research Methodology

3.1 Research design and methodology

The primary focus of this chapter is to provide an overview of the research methodology used to investigate the research problem. It covers the research design, source of data, sampling method, data collection procedure and methods of data analysis in relation to the practice and challenges of project Human Resource Management in Coca-Cola plant Sebeta site.

3.2 Research Design and Approach

A descriptive study design is a way to outline the how, when, where, how much, and by what means of data collection and analysis for a particular research design. The researcher will use the research strategy and approach listed below, which will be informed by a review of the literature, an examination of historical records, and casual conversations with peers and industry experts.

This goal will be accomplished using a descriptive research design. This study will take a descriptive approach since it will help to provide the facts of the issue as they stand at the time of the study. According to the goals, this research can be categorized as descriptive because it looks for many details and aspects relating to the project's human resource management.

In this study's research methodology, both combined qualitative and quantitative methods, was used. While quantitative research permits to state the findings, the qualitative approach allows for an iterative and flexible technique. A research approach is a collection of procedures that move from general hypotheses through in-depth data collection, analysis, and interpretation.

Researchers have higher chances to respond to their research questions when they use a mixed research approach, and they also have a better way to assess the reliability of the research findings and any conclusions that might be drawn from them (Babbie, 2001). In order to accurately explain the current situation and examine the project's practices of human resource management, it is permissible to employ a mixed research approach.

3.3 Study Population and Sampling

3.3.1. Target Population

The CCSB project office implementers are the specific target of the target audience. Personnel especially involved in the project office are targeted since the main goal of this study is to evaluate the procedures and difficulties of project human resource management. Since only a limited number of individuals (60) are participating in the procedure, the study was relied on census data. The study is conducted in dima sebeta of the Oromia region.

3.3.2. Sample size

A sample is a portion of the population that has been carefully chosen with the main goal of representing the population as a whole or drawing conclusions about it. The definition of an ideal sample is one that satisfies the criteria for effectiveness, representativeness, dependability, and adaptability. As a result, the study is reliant on census data as the method only involves a limited number of individuals.

3.3.3 Sampling Strategy

A defined study population is sampled by choosing a number of study units (Collis & Hussey, 2013). In this study census sampling will be used

3.4 Data Sources and Collection Techniques

3.4.1 Data Source

In this both primary and secondary sources of data were used. In general, the research tried to identify the procedures followed through archival study, different literature review and discussion were used.

3.4.1.1. Primary data

The primary data for this study is collected from a questionnaire distributed to employees of the 'CCSB' project participants.

3.4.1.2. Secondary data

In general, the study tried to investigate the procedures followed through archival study and discussion with project management professionals in the area.

3.4.1.3. Questionnaires

The primary source of data for this study is a self-administered questionnaire. It is made up of a series of written questions to which answers are requested. In the survey, respondents are asked to rank their comments in order of priority using a ranking scale. The Five-Point Likert Scale was used to assess opinions ranging from "very negative" to "very positive." Respondents were asked to indicate how strongly they agreed or disagreed with a statement. This scaling has the advantage of being simple to utilize. It is analogous to the interval scale in nature and hence allows for the application of mean-based analysis.

As a result, the primary survey tool will be a questionnaire. The surveys will include a 5-point Likert Scale as well as open-ended questions.

3.5 Method of analysis

3.5.1 Descriptive analysis

To summarize and characterize data, descriptive analysis is employed. This approach may be used to determine the mean, median, mode, standard deviation, and other measures of central tendency of a population or sample. Descriptive analysis uses graphic tools such as histograms and box plots to display data. Descriptive analysis will be used in this research to identify the trends and patterns in the data, which may then be used to analyze the data, generate hypotheses and predictions, and discover linkages between variables and trends in the data. It is statistically analyzed using descriptive statistics of the SPSS program version 27 to discover percentages, frequencies, and means for tabular illustrations.

3.5.2 Qualitative analysis

Qualitative analysis aims to better grasp the underlying meaning of a phenomena by collecting and analyzing data. In qualitative analysis, interviews, focus groups, and observations are just a few of the approaches used to seek for patterns and themes in data. To mention a few, the motives and experiences of a specific group of individuals, the importance of specific words or symbols, or the outcomes of a specific policy may all be investigated using qualitative analysis. Some qualitative data from the Elmi Olindo P.L.C. will also be collected through interviews and reviewed based on their replies. Finally, the majority of the interviewer's comments are on the research.

3.6 Validity and reliability

The concerns of validity and reliability is discussed in depth in this study. The study aims is

appropriately explained to the respondents in order to ensure the validity of the research findings. They were made aware that the study is for academic purposes only, and that their replies will not be linked to any aid or direct benefits. Reliability, on the other hand, is tested using Cronbach's alpha value

3.7 Ethical consideration

The ethical issue has gotten a lot of attention in this study throughout the whole research process. Data is gathered using a standard, well-structured questionnaire that steers clear of sensitive or biased questions in order to reduce bias. Additionally, the respondents are informed of the study's purpose so that only willing volunteers will be included in the study to avoid offended responses from the participants, and the goal of the study will be made plain to the responders so that they can understand it. To lessen the chance of plagiarism, this study properly credits all of the relevant literatures.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 introduction

The conclusions of information acquired from workers and HR via questionnaire and interview are discussed, interpreted, and presented in this chapter. The first goal of this chapter is to describe the results of the data and information gathered on the ground. This is followed by statistical analysis, which comprises a descriptive analysis based on SPSS version 27 findings, as well as a discussion of the findings.

To provide a clear view of the results, the questionnaire responses were recorded and given as percentages.

The information received from the questionnaire is divided into two parts. The first piece of the questionnaire asks about the respondent's demographics, while the second half inquires about the issues and practices associated to HRM duties.

4.2 Data response rate

This survey is conducted in the construction site of Coca-Cola sebeta plant of the Elmi Olindo construction company. Semi-structured questionnaires totaling 60 numbers were given out to respondents and 52 of them were returned. The response rate was 86%.

4.3 Validity and reliability analyses

Cronbach's Alpha was used to assess the study's dependability. Cronbach's alpha coefficient recommends a value of 0.70; a generally accepted rule is that 0.6-0.7 indicates an acceptable level of reliability, and 0.8 or greater indicates a very good level. Values greater than 0.95, on the other hand, are not necessarily good and are indicative of redundancy (Hulin, Netemeyer, and Cudeck, 2001). The accompanying table displays the number of items and the Cronbach's alphas for the five HRM functions utilized in this study. All of the Cronbach's alpha values for the ideas are over 0.5, indicating a high degree of internal homogeneity in the replies.

Table 1: Reliability test Cronbach's alpha value

Items	N	Std. Deviation
1. Recruitment and selection	6	.611
2. Training and development	8	.708
3. Compensation policy	7	.619
4. Management strategies	9	.603
5. Turn over	5	.709

Source own survey output 2023

4.4 Demographic characteristics of respondents

The demographic data of this study are classified by gender, age, marital status, level of education, work experience, current position of job and salary range.

4.5 Demographic information Analysis

Table 2: Demographic Characteristics

Demographic Characteristics		Frequency	Percent
Gender	Male	40	71.7
	Female	12	28.3
Age	less than 26	6	11.3
	Between 26-30	28	54.7
	Between 31-40	14	26.4
	Between 41-50	2	3.8
	Greater than 50	2	3.8
Martial	Single	32	60.4
	Married	20	39.6
Education	Diploma	7	13.2
	B.A/B.Sc.	41	79.2
Service year	M.A/M.Sc.	4	7.5
	less than 1 year	4	7.5
	Between 1-4 years	23	43.4
	Between 5-10 years	24	45.3
	More than 10 years	1	1.9
position	Project coordinator	2	3.8
	Project Manager	6	15.1
	Office Engineer	4	5.8
	Site Engineer	19	28.3
	Design Team	2	3.8

Salary	Other	19	41.3
	less than 5000 ETB	4	5.8
	Between 5,000-10,000 ETB	6	11.3
	Between 11,000-20,000 ETB	21	60.4
	Between 21,000-40,000 ETB	8	15.1
	Between 41,000-70,000 ETB	11	20.8
	Greater than 80000	2	3.8

Source own survey output 2023

Several factors affect a project, including how an employee feels valued and treated at work, the significance and meaning of their work, the value placed on creativity, innovation, and initiative in the workplace culture, as well as the pay, security, benefits, and advancement opportunities (Locke, 1976).

According to the survey, the majority of respondents (71.7%) were men. The most frequent degree held by respondents (79.2) was a BA or BSC, with 7.5% holding an MA or MSC. The majority of the employees held bachelor's degrees. Because of their increased self-awareness, older professionals make better professional decisions, resulting in a better fit between their abilities and job needs. (Katou, 2008)

The company's staff ranged from project coordinators to design team members, it also includes a category called others which include surveyors, store personnel, logistics, Forman's and accountants with 19 (28.3%) site engineers, 4 (5.8%) office engineers, 2 (3.8%) design teams, 2 (3.8%) project coordinators, 6 (16.9%) project managers and 19 (41.3) others. Where the salary less than 5000ETB account 5.8 % the range of 11,000-20,000 ETB have been accounting 60.4%, 21,000-40,000 ETB account 15.1 %, and 41,000-70,000 ETB account 20.8 only 3.8% account for more than 80,000 from the total population.

4.6 Descriptive Analysis

In this part, we will be assessing selected HRM function measurement using mean and STD analysis. The employees' answer to the questions are presented, and a summary of the descriptive analysis and discussion is provided at each category. Izham's mean score range value will be used in order to discuss the finding's mean. Here it's given accordingly in table 3

Table 3 Comparison bases on the mean score of five-point Likert scale instruments

NO	Mean value	Description
1	From 1.00 to 1.80	Very low
2	From 1.81 to 2.60	Low
3	From 2.61 to 3.20	Medium
4	From 3.21 to 4.20	High
5	From 4.21 to 5.0	Very High

Source (Izham et al., 2016)

4.6.1 Recruitment and selection

As a manager, you must be competent and capable of recruiting and selecting qualified people and placing them in appropriate job roles (Marques, 2007). The earliest steps of the employment process, recruitment and selection, are critical in defining the quality of the workforce. When asked about the effectiveness of the recruitment process, we received a mean value of 3.81, indicating that the recruitment was suitable for the project. and STD of 0.971, indicating that most respondents agree with 86.4%. By analyzing the respondents' responses, they believe the process was fair and unbiased, with a high mean of 4 and STD of 0.71, however, Availability of skilled laborer on project site falls in medium category with a mean of 3.15. The statical analysis shows that recruitment and selection was effective for the project. overall, we can say the recruitment and selection process was satisfactory with average mean value of 3.732.

Table 4 Recruitment and selection measurement points

Questions	N	Mean	Std. Deviation
1. Do you think Recruitment and selection system was effective and suitable for the specific job?	52	3.81	.971
2. Do you feel the required skilled laborer were available on the project's site?	52	3.15	1.083
3. do you believe that the recruitment and selection process was fair and unbiased?	52	3.99	.714
4.do you agree the placement of entrants is done as per the project's needs?	52	3.96	.839
5.Competencies and skill required for job position are well defined and used for recruitment position	52	3.46	.641
6. how do you rate the onboarding process provided by your company after being hired?	52	3.58	.667

Source own survey output 2023

4.6.2 Training and Development

Employees gain a thorough awareness of the values and performance standards of their firm through training and development as a learning opportunity, according to Antonacopoulou (2000). Additionally, the organization's possibilities for training and development can help staff members advance their careers and enhance their work performance, which can give them a sense of success. However, the majority of the replies present a low mean outcome. The average response when asked if they had received any training during the previous two years was 2.57, which is a poor result. 89% of respondents don't feel that the training and development opportunities have helped them perform their job more effectively. The employees are also not satisfied with the training opportunities. 84% of respondents believe the training and development opportunities provided in the project has not increased their confidence in performing their job.

Table 5 Training and Development measurement points

Questions	N	Mean	Std. Deviation
1. Have you received any training or development opportunities in the past two years?	52	2.57	0.91
2. Are you satisfied with the training and development opportunities provided in the project?	52	3.11	0.89
3. Do you feel that the training and development opportunities have helped you perform your job more effectively?	52	2.56	1.0
4. Did the training and development opportunities provided by your employer increase your confidence in your place of work?	52	2.57	1.1
5. Do you consider recommending your company to others based on the training and development opportunities provided?	52	2.69	0.83
6. Do you believe that the training and development opportunities provided by the project have helped you advance in your career?	52	2.66	0.95
7. What is the probability of you to stay with your company because of the provided training and development opportunities?	52	2.83	.923
8. Can you say the training provided has enabled you to do your job effectively and efficiently?	52	2.56	0.99

Source own survey output 2023

4.6.3 compensation and benefit

Another crucial component of human resource management function is compensation. This function has a big effect on projects success since as workers who feel they are being paid fairly for their work are more likely to feel respected, motivated, and satisfied with their jobs. On the other hand, unethical remuneration methods could make people annoyed and unhappy. According to the results shown in table 6, the employee's response is a high mean value of 3.8, for their compensation package with a standard deviation of 0.67. As seen by the mean value of 4.02 the employees feel their pay fair compared to others working in the same position in the project. 78%

of the project’s employee feel satisfied with their benefit package and believe the benefit package is competitive with a mean value of 4.19. also 84% of the employees are satisfied with the bonus and raise they got. however, when asked about if the company makes adequate use of recognition and rewards to encourage good performance, they responded with a low mean score of 3.13, indicating the need to compensate in another form of compensation.

Table 6 Compensation Policy measurement points

Questions	N	Mean	Std. Deviation
1. are you satisfied with your current compensation package?	52	3.82	0.67
2. Do you feel that your compensation is fair compared to others in similar roles?	52	4.02	1.163
3. How often do you receive a raise or bonus?	52	4.10	1.015
4. Do you feel that your performance is accurately reflected in your compensation?	52	3.12	1.323
5. are you satisfied with the benefits included in your compensation package?	52	4.29	.825
6. how competitive is your benefit package compared to other construction company?	52	4.19	.886
7. Does your company make a good use of recognition and reward system to encourage good performance?	52	3.13	1.103

Source own survey output 2023

4.6.4 employee management

In order to complete projects successfully, management must guarantee that employees fulfill their duties to the best of their ability. The method entails tracking employees' growth and preserving positive working connections with them. 80% percent of the respondents agree the communication platforms were not appropriate. This shows there isn't effective communication platform opened that allows employees to share information between teams. With a mean value of 3.89 employees believe that their managers notice their potential and manages it accordingly. for Company is good at Developing comprehensive HRM strategies respondents mean value was 3.5 which still lies in

high category in Likert scale. The employees believe that they are encouraged to find new ways in order to increase their efficiency. Project manages peoples with different diversity equally. Diversity is a hot topic in country these days. So, management has to be extra careful when managing people with diverse cultural upbringings. Therefore, maintaining, equality and inclusion within the construction site will help ensure the employees productivity. As we can see from the table below the employees feel that managers treat diversity equally with a mean value of 3.62

Table 7: *employee management strategies measurement values*

Questions	N	Mean	Std. Deviation
1.Do you believe the communication channels in the project were appropriate and enough	52	2.92	0.860
2.Does management recognizes employee’s potential and make good use of their ability	52	3.88	1.111
3.Do you believe employees are motivated to develop more effective ways to do their work	52	3.63	0.715
4.do you believe you have opportunity for personal growth and development in the company	52	3.98	0.92
5.Does Each employee has well defined development plan that is based on inputs from project needs	52	3.50	0.85
6.Managers are good at Developing comprehensive HRM strategies	52	3.55	0.82
7.Employer works hard in Developing positive working environment	52	3.98	0.91
8. The company is keen on Creating managerial and leadership capacity	52	3.88	0.9
9. Project manages peoples with different diversity equally	52	3.62	0.725

Source own survey output 2023

4.6.5 Employee Turnover

Employees are thought to be the most valuable assets of a construction company; no matter how advanced the company's construction equipment is, it will be useless without the expert knowledge of construction workers to use it. a rising pattern in employee turnover will affect project deeply, since projects are time bound and training new employee takes time, and will affect both your

remaining employees' morale and productivity. With a high mean value of 4.35 from the questionnaire the sudden exit of employees has a high impact on the project. The data also shows attrition rate is low on the project and employees are satisfied in their jobs with mean value of 3.45. from the table below we can also see that 81% of the employee believe the company has a good exit strategy when it comes to its employees. With a mean value of 4.05 employees are re-assigned at the end of project its 0.6 STD shows more respondents agree with the answer.

Table 8: Turnover measurement values

Questions	N	Mean	Std. Deviation
1.Sudden exit of staff employee has high impact on the project	52	4.35	.926
2. Attrition rates low and people are satisfied in the jobs	52	3.45	.963
3.The company works hard to retain its employees	52	3.88	.864
4.The contractor has good human resource exit strategy at the end of projects	52	3.75	0.91
5. Employees are re-assigned at the end of the project	52	4.05	.610

Source own survey output 2023

4.6.6 qualitative analysis on interview questions

A total of five interview questions were sent to six the projects human resource and site managers here we will be analyzing their response

When asked How HRM strategies integrate both projects and employee's Needs?

Their answer may be summed up as: by fusing HRM functions with corporate objectives. The HRM Integration Function brings together all of the internal organizational processes for managing personnel. so that people can work productively and voluntarily for the finest outcomes.

However, in order to harmonize this communicating freely and motivating employee is crucial. Also Developing a company culture that ensures work-life balance, managing without fear of harsh criticism, and flexibility for holidays and paid time off.

The second question was do you think the project is a good place for growth and development of all employees? If no, why?

Yes. the company offers fair and competitive compensation packages for its employees. There is also bonuses benefits provided according to their performance. However, compensation plans are not only about salary the project is also a good place to improve your knowledge, skills and expose yourself to a new experience as well. also, as a company its priority promoting its employees to a higher position. Furthermore, employees also get lateral move that's more in line with an employee's long-term career choice. This interview answer aligns with employee's response from questionnaire in which the respondents agree that the project was a good place for growth and development.

The third question is do you think HRM practices contributed to your project's success? Please explain

Very much so, for successful accomplishment of projects effective human resource management is crucial. HRM is an engine that drives the project to the desired objective by Improving productivity and managing workload effectively. HRM is responsible for the project's recruitment, developing, and managing of its employees which is the greatest asset of the company. Managers are mandated to always be alert on projects needs and gain valuable insight regarding team priorities when working with conflicts or limited resources. This response highly supported by employees responding Managers are good at Developing comprehensive HRM strategies

The fourth question in the interview was what were the challenges in practicing HRM on the project?

Many challenges were listed by the interviewees most of the managers agree that the biggest challenge was shortage of skilled workers in the area, making it challenging for managers to find and retain the employees. most respondents have made it clear on the lack of effective training and development programs, this answer is highly supported by employee's questionnaire answer. One respondent has mentioned that the project was too vast which consist of many teams and there sometimes be a communication gap which in turn lead to conflict. In a couple of interviewees managers said that retaining skilled laborers was hard, but this answer contradicts with employee's response, saying attrition rate is low on the project. Therefore, further investigation needs to be made into this.

The last question on the interview was what strategies can be used to overcome the challenges faced in the project regarding HRM practices?

The managers advised to help employees grow in their careers continual training is needed. They believe that training is not a onetime thing. Also added employees need to be trained to facilitate their own growth. continual and transparent Communication between project teams and other department is crucial in order to avoid conflicts and mishaps. the interviewees believe It is necessary to develop the necessary skilled laborers in that area. So, this needs further studies to determine availability of skilled laborers outside of main cities. They also mentioned Offering skilled laborers competitive compensation package as staff members to tackle the turnover rate of the project.

4.7 Discussion

The results generated through the use of statistics methods and statistical packages will be discussed here. human resource management function such as recruitment and selection, training and development, and compensation and reward, employee management and employee turnover are part of the discussion. the availability of skilled laborers on the project site is in the medium category with a mean of 3.15. With an average mean score of 3.732, we can claim that the recruiting and selection procedure was generally good. The statistical analysis demonstrates that the project's recruiting and selection processes were successful. The training chances are also unsatisfactory to the staff. 84% of respondents said they did not feel more confident in their ability to execute their jobs as a result of the training and development opportunities offered by the initiative. With a mean rating of 4.19, 78% of the project's employees feel that their benefit package is competitive and that their remuneration package is satisfactory. Additionally, 84% of the staff members are pleased with the bonus and rise they received. The necessity for compensating in another form of remuneration is indicated by the employees' perception that the organization does not make sufficient use of rewards and recognition to promote high performance.

This demonstrates that there isn't an open platform for efficient communication that enables staff to share information amongst teams. Employee perception of their bosses' management of their potential has a mean value of 3.89. for Company excels at Creating thorough HRM strategies, respondents' mean score was 3.5, showing the strategy is effective. When it comes to employee turnover employees feel the sudden exit of employees highly impacts the project. However,

turnover rate is low on the project. Also, staffs are relocated at the end of the project showing employees are satisfied.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This chapter is all about the brief discussion on conclusions and recommendations. here we will try to see conclusion in relation with the objectives raised at the beginning of the chapter. The primary objective of this study was to assess the challenges and practices of projects HRM function on Coca-Cola sebeta plant.

From the data we can see that the recruitment and selection process was effective and suitable for the project. The process was fair and unbiased. The researcher also concludes that the placement of entrants was made according to the projects needs and Competencies and skill required for job position are well defined and used for recruitment position.

The training opportunities provided on the project were ineffective to say the least. the training and development opportunities has little effect on their job performance. It is also seen that it hasn't helped increase their confidence on the work place.

The researcher also concludes that employees are satisfied with their compensation and benefit package which is a believed to be important motivator among employees. They also believe their compensation is fair compared to others with similar roles. However, the company doesn't use another means of motivation to celebrate success.

The projects managers are good at developing comprehensive HRM strategies. Management lead the project to the desired objective by Improving productivity and managing workload effectively. Employees are encouraged to develop new ways to work their job efficiently.

The researcher also concludes that sudden exit of employees affects the project in a great deal. However, attrition rate is low on the project and people are satisfied with their job. And employees are re assigned at end of projects.

The main challenges faced are on the project lack of required skilled force on the project site. This problem was magnified due to the size of the project and requiring a lot of working force. Also,

there is a lack of continuous training opportunities on the site. Communication gap between project teams leading to conflicts.

5.2 Recommendation

Based on the results of this thesis paper, the researcher advises the following recommendations.

company's must offer the appropriate amount of training needed for the success of a project as well as to enhance the skills of its employees. To ensure that employees have the skills and knowledge necessary to do their jobs well, these training sessions are necessary. Projects can raise employee retention rates, job happiness, and productivity by providing effective training to its employees.

Developing required skills on areas outside main cities might benefit the communities also the construction industry, resolving the lingering issue of skilled laborer shortage. The increasing demand for qualified project workers makes the situation even dire, further increasing the importance of developing skills among the construction industry. However, this needs to be further studied and investigated in order to give extensive solution

For a successful project effective communication platform is important. There should be appropriate communication among project teams and departments. discussing interpersonal interactions, corporate communication, and offering practical guidance on addressing communication problem. Over all, the researcher suggests the need for attention to communication planning, collaboration, and the use of innovative approaches to improve communication in the project. Communication is essential in ensuring the successful and safe operation of an organization and completion of projects. This will minimize the conflicts in projects.

5.3 Areas of future research

This research concentrated on a select few human resource management factors at one project site, including hiring and selection, training and development, compensation policy, management approaches, and employee turnover. The effects of these roles on project success may also be further investigated.

Overall, greater study in this field can help us gain a more thorough knowledge of the variables that affect project success and show how businesses can better their HR procedures to increase employee wellbeing.

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Appendix I: Questionnaire to be filled by employees

Addis Ababa University School of Commerce Project Management Post Graduate Program in Master of Project Management

Dear respondent,

The purpose of this questioner is to collect primary data for the study on **“ASSESSMENT ON PRACTICES AND CHALLENGES OF PROJECT HUMAN RESOURCE MANAGEMENT IN PROJECT MANAGEMENT:” A CASE STUDY ON ELMI OLINDO COCA-COLA SEBETA SITE**

The study is required for academic purposes only. Your cooperation in filling the questionnaire is crucial and makes the study more useful. So, please take a few minutes to fill the questionnaire and be objective while completing your answers. I would like to assure you that the information you give would strictly be kept confidential. Thank you in advance for your participation.

Researcher: Bethlehem Hailu

Phone: +251-923-94-73-86

E-mail: bethlehemhailu78@gmail.com

Demographic Information

Part I: Demographic Information

Please indicate your response by ticking on the box provided

1. Sex

Male Female

2. Age

<26 26-30 31-40 41-50 >50

3. Marital Status

Single Married

4. Educational Background

Diploma B.A/B.Sc. M.A/M.Sc.

5. Your Service in this organization

<1 year 1-4 years 5-10 years >10 years

6. Your current position

Project coordinator Project manager Site Engineer
 Office Engineer Design Team
 Other specify _____

7. Your current salary range between

<5,000 5,000-10,000 11,000-20,000 21,000-40,000
 41,000-80,000 >81,000

Please indicate whether you agree or disagree with each statement using the scale on each question

I Recruitment and selection

1. Do you think Recruitment and selection system was effective and suitable for the specific job?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

2. Do you believe the required skill were available on the project's site?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

3. do you think that the recruitment and selection process was fair and unbiased?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

4. do you believe the placement of entrants is done as per the project's needs?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

5. Do you believe Competencies and skill required for job position are well defined and used for employee development?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

6. How do you rate the onboarding process provided by your employer after being hired?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

II Training and development

1. Have you received any trainings in the past two years?

1 - strongly disagree

2 - disagree

3 - Neutral

4- agree

5- strongly agree

2. How do you rate your satisfaction with the training and development opportunities provided by your employer?

1-strongly disagree

2-disagree

3 Neutral

4- agree

5- strongly agree

3 How well did the training and development opportunities have helped you perform your job more effectively?

1- strongly disagree

2- disagree

3- Neutral

4- agree

5- strongly agree

4.Has the training and development opportunities provided by your employer increased your confidence in performing your job duties?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

5. Does the training and development opportunities have increased your job satisfaction?

1-strongly disagree

2- disagree

3- Neutral

4- agree

5- strongly agree

5. Would you recommend your employer to others based on the training and development opportunities provided?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

6. Do you feel that the training and development opportunities provided by your employer have helped you advance in your career?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

7. Do you feel that your employer values employee development and growth?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5- strongly agree

8. How likely are you to stay with your current employer due to the training and development opportunities provided?

1 - Very likely

2 - Somewhat likely

3- Neutral

4- Somewhat unlikely

5- Very unlikely

9. Can you say the training provided has enabled you to do your job effectively and efficiently?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

III Compensation strategies

1. are you satisfied with your current compensation package?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5- strongly agree

2. Do you feel that your compensation is fair compared to others in similar roles?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

3. How often do you receive a raise or bonus?

1 - Never

2 - Rarely

3 Occasionally

4 – Often

5 - Very often

4. Do you feel that your performance is accurately reflected in your compensation?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

5. are you satisfied with the benefits included in your compensation package?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

6. Do you feel that your benefits package is competitive with other companies in your industry?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

7. Do you agree that the company makes adequate use of recognition and rewards other than money to encourage good performance?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

IV employee management strategies

1. Do you believe the communication channels in the project were appropriate and enough?

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

2. Management recognizes and makes good use of my ability and skill

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5- strongly agree

3. I am encouraged to develop new and more efficient ways to do my work

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

4. I believe I have opportunity for personal development in the company

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

5. I feel the project managers recognize the talent of the employee's well

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

6. Company is good at Developing comprehensive HRM strategies

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

7. Employer works hard in Developing positive working environment

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

8. The company is keen on Creating managerial and leadership capacity

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

9. Project manages peoples with different diversity equally

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

V. employee turnover

1. Sudden exit of staff employee has high impact on the project

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

2. Attrition rates low and people are satisfied in the jobs

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

3. The company works hard to retain its employees

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

4. Managers have developed good human resource exit strategy at the end of projects

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

5. Employees are re-assigned at the end of the project

1 - strongly disagree

2 - disagree

3 - Neutral

4 - agree

5 - strongly agree

THANK YOU

APPENDIX II; Interview questions for administrative and project managers

1. How do HRM programs integrate both projects and employee's Needs?

2. Do you think the project is a good place for growth and development of all employees? If no, why?

3. Do you think HRM practices contributed to your project's success?

4. What were the challenges in practicing HRM on the project?

5. what strategies can be used to overcome the challenges faced in the project regarding HRM?

Thank you