

Assessment of Human Resource Management Practices and Challenges in the Case of Ethiopian Broadcasting Corporation



**A Thesis Submitted to Addis Ababa University School of
Commerce**

Department Of Human Resource Management

**In Partial Fulfillment of the
Requirements for the Degree of Master of Arts in
Human Resource Management**

**By:
Dereje Dadi
Advisor: Adane Atara (PhD)**

**June, 2025
Addis Ababa, Ethiopia**

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Declaration

I hereby declare that this thesis entitled “The Assessment of Human Resource Management Practices and Challenges in Case of Ethiopian Broadcasting Corporation”, has been carried out by me under the guidance and supervision of Adane Atera (PhD) The thesis is original and has not been submitted for the award of any degree to any university or institutions.

Researcher’s Name _____

Date _____

Signature _____

Approval Sheet

This is to certify that the thesis entitles “The Assessment of Human Resource Management Practices and Challenges in Case of Ethiopian Broadcasting Corporation”, submitted to Addis Ababa University for the award of the Degree of Master of Arts (MA) and is a record of research work carried out by Mr. Dereje Dadi, under our guidance and supervision. *Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.*

Name of Advisor

Signature

Date

Name of External Examiner

Name of Internal Examiner

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List of Abbreviation

EBC: Ethiopian Broadcasting Corporation

ERTA: Ethiopian Radio and Television Agency

ETV: Ethiopian Television Service

HR: Human Resource

HRM: Human Resource Management

HRP: Human Resource Planning

Abstract

The main purpose of this study was assessing Human Resource Management Practices and challenges in Ethiopian Broadcasting Corporation concentrating on practices and challenges of recruitment and selection, performance management, training and development and reward management. The study applied a descriptive type of research study. Data collection was carried out using structured questionnaires, interviews and document analysis. For questionnaires random sampling technique was used with 295 participants taken from 1400 employees of the organization and data were presented in form of tables employing the use of frequency distribution and percentages. Seven participants were selected for interviews using purposive sampling method. The findings of the study revealed that there were different problems and challenges identified in each practices of human resource management like in recruitment and selection there is no proper human resource planning, performance management system is not fair and objective and there is no performance management policy, training and development is not need assessment based, reward management is not linked to performance management system and there is no reward management policy etc. From these it can be concluded that the practices of HRM in the corporation under study had been implementing with different problems on their processes. The study recommended that the organization have to formulate policies and procedures and need to reconsider the way that using its human resource management practices providing solutions to the identified problems towards improving organizational achievements.

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

CHAPTER ONE

1. Introduction

1.1. Background of the study

Effectively managing employees is essential for organizations striving to maintain a competitive edge in today's dynamic business landscape. As such, Human Resource Management (HRM) plays a critical role in shaping employee attitudes, behaviors, and performance (Cowham, 2008). HRM encompasses strategies and practices aimed at enhancing motivation, productivity, and overall efficiency of the workforce. In recent years, it has increasingly been acknowledged as a core strategic function that aligns closely with other key organizational operations to boost performance and effectiveness. Regardless of the availability of material and financial resources, no organization can thrive without human effort. Human resources are pivotal in coordinating and utilizing other assets to achieve organizational objectives. As the primary drivers of productivity and competitiveness, employees are fundamental to an organization's success. Research indicates that robust HR practices are strongly correlated with higher levels of employee commitment, improved service quality, and increased productivity (Oduma, 2012).

According to Armstrong (2009), HRM can be defined as a strategic and consistent approach to managing an organization's most valuable asset—its people—who collectively and individually contribute to organizational success. HRM practices involve a comprehensive set of activities such as recruitment, selection, training, performance appraisal, compensation, employee relations, workplace safety, and equity (Dessler, 2007). Storey (1995) also emphasizes that HRM seeks to build competitive advantage by strategically developing a capable and committed workforce through integrated cultural, structural, and personnel systems.

In the context of globalization and intensifying competition, the role of human resources has become even more central. It is people who conceptualize, implement, and sustain organizational strategies. Consequently, HR is not merely an administrative function but the cornerstone of achieving long-term sustainability and competitive differentiation. No organization can attain its strategic goals without effectively managing its human capital and aligning HR practices with broader institutional objectives.

There is no single Human Resource Management (HRM) practice that guarantees employee retention. Instead, organizations must adopt a range of integrated and strategically aligned HRM

practices; such as recruitment and selection, training and development, performance management, and reward systems to positively impact their overall performance. These practices must be coherent, consistent, and tailored to support the organization's goals. However, in many cases, organizations fail to implement these practices effectively, often overlooking their importance. The effectiveness of HRM initiatives largely depends on employee perceptions; employees are more likely to engage with and support HR strategies when they feel acknowledged and believe the practices benefit their personal and professional growth.

In the context of Sub-Saharan Africa, several challenges undermine HRM effectiveness. As highlighted by Anyim, Ikemefuna, and Mbah (2012), these include poor manpower planning, ineffective recruitment and selection processes, limited training and development opportunities, inadequate compensation systems, substandard performance appraisal mechanisms, and weak team-building efforts. Similarly, Habib (2012) identified additional obstacles such as the absence of comprehensive HR strategies, resistance to technological change, unfavorable work environments, and negative employee attitudes. In Ethiopia specifically, HRM is often characterized by a lack of professional consultation, insufficient pay structures, limited recognition and motivation, and weak mechanisms for staff appraisal, promotion, and development. These shortcomings have led to inefficiency and poor employee performance, stemming from the insufficient emphasis placed on human resource practices.

Therefore, strengthening HRM practices is not only critical but also urgent for enhancing organizational effectiveness. A strategic focus on recruitment, performance management, training, and reward systems has a direct influence on organizational performance and profitability. Accordingly, this study aimed to examine the current HRM practices and identify the key challenges hindering effective HR implementation within the Ethiopian Broadcasting Corporation.

1.2. Background of the Ethiopian Broadcasting Corporation/EBC/

The Ethiopian Broadcasting Corporation (EBC) is Ethiopia's oldest and largest national media organization. Originally launched in 1955 under the name Ethiopian Television Service (ETV), its primary mission was to deliver television broadcasting services across the country. In 1995, the organization was renamed the Ethiopian Radio and Television Agency (ERTA), and in 2010, it underwent a rebranding to become what is now known as the Ethiopian Broadcasting Corporation (EBC). EBC currently operates multiple television and radio stations nationwide,

offering a wide range of programming that includes news and current affairs, sports, business, entertainment, and educational content. In addition to its traditional broadcasting, EBC also provides online streaming services for both television and radio, enhancing its accessibility to audiences within and outside Ethiopia.

The organization has played a central role in Ethiopia's media landscape for decades. It has provided national radio services for over 90 years, launched television broadcasting in 1957 Ethiopian Calendar (E.C.), and established FM radio through F.M. Addis 97.1 in 1992 E.C., which has now served the public for over 25 years. As a state-owned media enterprise, EBC employs approximately 2,200 staff across its headquarters and regional branches, with around 1,400 based in the Addis Ababa head office. Its workforce is structured into three main categories: editorial staff (journalists), media technology personnel (technical staff), and administrative/support staff.

In recent years, EBC has undergone significant institutional reform aimed at enhancing its competitiveness within the evolving media industry. This transformation included the introduction of a new organizational structure and the launch of diverse broadcasting channels with innovative formats. Notably, the Human Resource Department was elevated to an executive level, granting it a position within the top management team. This strategic shift enables the human resource function to play a more proactive role in aligning talent management with the organization's long-term goals.

1.3. Problem Statements

Human resource management (HRM) practices encompass organizational activities aimed at effectively managing the workforce and ensuring that human resources are utilized to achieve the organization's objectives (Haslinda, 2009). These practices vary depending on the organization's context and goals. Common HRM practices include recruitment and selection, training and development, reward management, and performance management, among others (Delery & Dotty, 1996). Each of these functions significantly influences employee behavior, which in turn impacts the attainment of organizational goals. The role of HRM is crucial for organizational growth and development; as employees enhance their skills and capabilities, the organization benefits from improved performance and expansion (Armstrong, 1995).

Since the 1980s, HRM has gained global importance, as organizations lacking adequate human resource management are unlikely to meet their objectives. In Ethiopia, however, insufficient

attention has been given to HRM practices, particularly in areas such as attracting qualified applicants, motivating and retaining teaching staff, establishing attractive career structures, managing compensation, leading work teams, and addressing broader HR issues (World Bank, 2013). Local research on HRM in Ethiopia (e.g., Aregash, 2006; Worku, 2009; Mamo, 2011; Siyum, 2011; Gebrekidan, 2013; Simachew, 2014) primarily focuses on HR practices within business organizations and their effect on employee performance. In today's globalized world, with diverse work cultures, implementing modern HRM theories is critical for organizational success. An organization's effectiveness largely depends on its workforce, making employees invaluable assets (Price, 2007). Unfortunately, many organizations fail to appreciate this value, leading to loss of talent due to factors such as inadequate pay, limited career advancement, job insecurity, lack of skill development opportunities, poor working conditions, strained relationships with supervisors or colleagues, harassment, health issues, and relocation (Armstrong, 2006). Recognizing and addressing these challenges is essential for fostering employee growth and motivation.

For the Ethiopian Broadcasting Corporation (EBC), the only national media outlet, building a competitive advantage depends heavily on its workforce. In a highly competitive media environment, where audiences have numerous options, EBC must focus on delivering reliable and relevant information. Achieving meaningful change requires effective human resource management that ensures employee satisfaction, a conducive work environment, alignment of individual performance with strategic goals, continuous training, and equitable reward systems.

Previous studies, interviews with EBC management, organizational reports, and feedback from the Human Resource Department indicate internal weaknesses within EBC's HRM practices. Recruitment and selection processes are often not merit-based, focusing instead on immediate needs or personal connections rather than thorough screening aligned with workforce planning. Training and development programs lack proper needs assessments, limiting their effectiveness in skill enhancement. The performance appraisal system suffers from transparency issues, inadequate supervision, weak follow-up, absence of written policies, and poor linkage between performance and rewards. Overall, these shortcomings contribute to employee dissatisfaction and lack of accountability in decision-making. Such HRM challenges at EBC risk lowering employee motivation and productivity, increasing turnover, reducing organizational performance,

disrupting optimal job-task matching, fostering resistance to new assignments, and damaging morale. If unaddressed, these problems may spread dissatisfaction across the workforce, ultimately undermining the Corporation's ability to achieve its goals.

This study was therefore undertaken to evaluate the HRM practices and challenges at EBC, with the objective of providing recommendations to improve HRM effectiveness. The research fills a gap, as prior studies on EBC's HRM in the last five years are limited in scope, outdated, or fail to capture current realities. Additionally, recent informal reports suggest persistent HRM problems within the Corporation. Although Dita (2019) addressed HRM practices at EBC, the findings were inconsistent and did not examine the challenges faced by the organization. Using a scientific approach, this study assessed the current state of recruitment and selection, performance management, training and development, and reward management at EBC. The goal was to identify existing gaps and propose solutions to enhance the Corporation's human resource management, thereby supporting its mission and organizational effectiveness.

1.4. Research Questions

This study examined the practices and challenges of human resource management functions of Ethiopian Broadcasting Corporation and to answer the research questions:-

1. What are the current practices and challenges of recruitment and selection activities in Ethiopian Broadcasting Corporation?
2. What are the practices and major challenges encountered Ethiopian Broadcasting Corporation in performance management system?
3. What are the practices and challenges of Ethiopian Broadcasting Corporation in the provision of training and development?
4. What are the practices and major challenges encountered Ethiopian Broadcasting Corporation in reward management system?

1.5. Objective of the Study

1.5.1. General Objective of the Study

The primary objective of this study is to examine the implementation practices and challenges of human resource management (HRM) within the Ethiopian Broadcasting Corporation (EBC) and to propose feasible solutions to address the identified issues.

1.5.2. Specific Objectives of the Study

- ❖ To assess the current practices and key challenges related to recruitment and selection at the Ethiopian Broadcasting Corporation.
- ❖ To examine the implementation and major challenges of the performance management system within the organization.
- ❖ To explore the existing practices and issues surrounding training and development programs at EBC.
- ❖ To analyze the practices and challenges associated with the reward management system.

1.6. Significance of the study

The study was to assess the human resource management practices and challenges of Ethiopian Broadcasting Corporation and identifies its current existence situation and provides suggestions and recommendations based on the findings of the study. The results of this study also help the management of the corporation in general and the members of human resource management department in particular to take corrective measures on the challenges encountered and to improve the practices of human resource management towards achieving their objectives. The findings of the study may also serve as a secondary source and a reference for those who want to make further study on the area.

Furthermore, the study helps to motivate the corporation to review and reexamine its existing human resource management practice and make improvements in its HRM practice, serve as a guideline for making policy in EBC and forwarding some relevant possible solutions so as to alleviate the problems which are manifested in human resource management process.

In general the findings of this study used as an input for senior management and HR professionals to better integrate the practice of human resource management with the overall strategy of the corporation and to understand the challenges associated with it. These in turn help in proper utilization of human resources, reduce excess labor turnover and high absenteeism; improves productivity and excels the organization in achieving the purpose for which it is established.

1.7. Scope of the Study

Given the broad and multifaceted nature of Human Resource Management (HRM), it is not feasible to address all of its components in a single research paper. Therefore, this study is limited to examining HRM practices at the head office of the Ethiopian Broadcasting

Corporation (EBC), located in Addis Ababa. Due to logistical and resource constraints, employees at regional branches were not included. The study focuses on four key HRM practices: recruitment and selection, performance management, training and development, and reward management. These specific areas were selected because most of the HRM-related challenges observed at EBC are associated with these practices.

1.8. Limitations of the Study

Despite careful planning, the researcher encountered some limitations during the study. One of the primary challenges was a lack of responsiveness from participants, as some employees showed limited interest or willingness to complete questionnaires or participate in interviews. Additionally, the heavy workload of respondents made it difficult for them to provide timely and detailed responses, which affected the data collection process to some extent.

1.9. Operational Definitions of Key Terms

Human Resource: refers to the people within an organization and the processes used to manage them effectively.

Human Resource Management (HRM): The set of policies, practices, and procedures that govern the management and development of people within an organization.

Human Resource Planning (HRP): The process of analyzing an organization's future human resource needs under changing conditions and formulating strategies to meet those needs effectively.

Recruitment and Selection: - is a fundamental human resource management process that involves attracting, identifying, and choosing the most suitable candidates for job positions within an organization.

Performance management: - is the process of setting goals, measuring progress, providing feedback, and taking actions to improve employee performance and, ultimately, achieve organizational objectives.

Training and development: - is pertains to the process that increases an individual's expertise, talents, and skills to boost performance and encourage personal and professional development.

Reward management: - refers to the systematic design, implementation, and maintenance of strategies and processes that ensure employees are fairly and consistently recognized for their contributions to an organization, both financially and non-financially.

1.10. Organization of the Study

This research paper is structured into five chapters. Chapter one presents the introductory elements of the study, including the background, problem statement, objectives, significance, scope, limitations, and organization of the research. Chapter two offers a review of relevant literature, theoretical and empirical, focusing on key HRM practices: recruitment and selection, performance management, training and development, and reward management. Chapter three outlines the research methodology employed in the study, including research design, data collection methods, and analytical techniques. Chapter four presents the results of the study and offers a discussion and interpretation of the findings. Chapter five concludes the paper with a summary of the findings, conclusions drawn from the study, and recommendations for future action and research.

CHAPTER TWO

2. Literature Review

2.1. Introduction

This chapter presents a comprehensive review of literature related to human resource management (HRM) practices and the challenges organizations face in implementing them. Both theoretical and empirical perspectives are examined, focusing on the major HRM functions explored in this study namely; recruitment and selection, performance management, training and development, and reward management. The review aims to provide a conceptual foundation for understanding how these practices are applied in organizations and the common barriers to their effective implementation.

2.2. Theoretical Review

2.2.1. Conceptual Overview of Human Resource Management Practices

Human Resource Management (HRM) refers to the set of policies, practices, and systems that influence employees' behavior, attitudes, and performance (Noe et al., 2006). It involves all managerial decisions and actions that shape the relationship between an organization and its workforce (Beer et al., 1984). HRM plays a central role in organizational success by promoting integration, efficiency, flexibility, employee commitment, and work quality (Guest, 1987).

Stanley and Albin (2013) describe HRM as a management function focused on people and their relationships at work. It encompasses functions such as planning, recruitment, selection, development, utilization, and rewarding of human resources to align with organizational goals. According to Jashim (2005), HRM can be seen as both an academic discipline and a business function, often synonymous with terms like personnel administration, manpower management, or industrial relations.

Heathfield (2006) notes that; HRM encompasses a wide range of responsibilities including compensation, hiring, training, employee motivation, performance management and organizational development. HRM practices are shaped by both internal and external factors, and their effectiveness plays a vital role in organizational performance. Thus, HRM is essential not only for attracting and retaining talent but also for strategically managing human capital.

2.2.2. Recruitment and Selection Practices

Recruitment and selection are fundamental components of HRM that significantly influence organizational effectiveness. When organizations successfully attract and select individuals with the right skills, knowledge, and attributes, they position themselves to achieve better performance outcomes (Al-Ahmadi, 2009). Recruitment and selection are critical not only for staffing but also for maintaining a committed and competent workforce.

Recruitment is defined as the process of generating a pool of qualified candidates to fill job vacancies. It begins with human resource planning, which involves job analysis and the development of job descriptions and specifications. A job description outlines the tasks, responsibilities, and working conditions associated with a role, while a job specification defines the qualifications and attributes required to perform the job effectively (Armstrong & Taylor, 2014). Effective recruitment strategies aim to attract suitable candidates while discouraging unsuitable applicants. This ensures a more focused and efficient selection process. According to Shen and Edwards (2004), recruitment seeks to fulfill the organization's staffing needs in terms of both quality and quantity, thereby supporting its strategic objectives.

Selection, on the other hand, is the process of choosing the most suitable candidate from a pool of applicants. This process involves evaluating candidates using various tools and methods to determine who is most likely to succeed in the role, considering both organizational goals and legal requirements (Bratton & Gold, 2007). External and internal factors influence recruitment efforts. External factors include labor market conditions, trade union restrictions, and government policies, while internal factors may include organizational culture, policies, and public image (Nel et al., 2008). Recruitment and selection also play a key role in reducing employee turnover and improving job satisfaction when conducted rigorously and strategically (Ofori & Aryeetey, 2011).

In summary, recruitment and selection are strategic processes that, when implemented effectively, contribute significantly to achieving organizational success by ensuring that the right individuals are hired and positioned appropriately within the organization.

2.2.2.1. Recruitment and Selection Practices

Recruitment methods are generally categorized into internal and external approaches. Internal recruitment involves sourcing candidates from within the organization. This may include allowing current employees to apply for open positions or utilizing employee referrals as a

means of identifying potential candidates (Nel et al., 2008). Internal recruitment can enhance employee motivation and retention by offering growth opportunities.

External recruitment, on the other hand, involves attracting candidates from outside the organization. Common external methods include public advertisements, employment agencies or consultants, campus recruitment, and electronic/online job portals (Macky & Johnson, 2008). These methods enable the organization to access a larger and potentially more diverse talent pool. The recruitment process typically begins with identifying the need for a new hire and ends with receiving applications from interested candidates. Its primary purpose is to facilitate a streamlined selection process. Importantly, recruitment is often an ongoing activity, even when no immediate vacancies exist, in order to build a pipeline of qualified candidates for future workforce needs. Effective recruitment should attract and motivate a substantial pool of qualified applicants (Armstrong & Taylor, 2014).

Once the recruitment process generates a pool of candidates, the selection process involves evaluating and identifying the most suitable individuals for specific roles. Selection is a systematic decision-making process that uses various assessment tools to ensure that the most qualified candidates are chosen (Shen & Edwards, 2004). Selection entails collecting relevant information through structured steps such as interviews, testing, and background checks. This information is used to assess each applicant's suitability for the role, followed by a job offer (Armstrong & Taylor, 2014). The effectiveness of the selection process depends significantly on the HR manager's ability to match the right person to the right job (Marques, 2007).

A well-designed selection process contributes to organizational development by ensuring that employees are competent, motivated, and aligned with the organization's goals. Factors influencing selection include organizational size, type, available applicant pool, and the methods used for evaluation. Interviews both structured and unstructured are commonly used as they provide deeper insights into a candidate's capabilities compared to written applications alone (Macky & Johnson, 2003).

2.2.2.2. Process of Recruitment and Selection

The recruitment and selection process comprises several sequential and interrelated steps that aim to hire the best-suited candidate efficiently and effectively. These steps include:

(a) Planning the Recruitment and Selection Process

Proper planning involves scheduling time, resources, and activities related to recruitment and

selection. Early preparation ensures a structured process, minimizes delays, and provides clarity to both the organization and potential applicants.

(b) Job Analysis

Job analysis is foundational to recruitment. It identifies not only the required skills and knowledge but also the personal attributes necessary for job success and cultural fit. The outcomes of a job analysis help define the job description and key selection criteria-critical tools for attracting the right candidates.

(c) Attraction

Attraction involves promoting the organization and the available role to potential candidates. It is influenced by employer branding, the employment value proposition, and the quality of recruitment marketing. Organizations must evaluate the effectiveness of their attraction strategies regularly.

(d) Shortlisting

This step involves filtering applicants based on how well they meet the minimum criteria outlined in the job description. Shortlisting narrows down the applicant pool to a manageable number for further assessment.

(e) Interviewing (Selection Process)

Interviews are among the most widely used selection tools. When conducted effectively, they can be strong predictors of job performance. Best practices recommend involving multiple interviewers and using structured interview techniques to minimize subjectivity and bias.

(f) Reference Checking

Reference checks provide additional insights into the applicant's past job performance, reliability, and potential. Ideally, references should be from previous supervisors or employers. A lack of professional referees may signal potential concerns and should be further investigated.

(g) Making a Selection Decision

Selection decisions should be evidence-based rather than relying on intuition. Using rating scales for each assessment activity allows for an objective comparison of candidates. This approach improves fairness and reduces the risk of biased decisions.

(h) Induction/Orientation

Once a candidate is hired, an effective induction program helps them acclimate to the organization. This orientation process is crucial for boosting morale, engagement, and retention during the early stages of employment.

(i) Evaluation

The final step involves evaluating the entire recruitment and selection process. Organizations should collect data to analyze gaps, measure the effectiveness of methods used, and refine future recruitment strategies. Gap analysis tools and feedback mechanisms are useful in this regard.

2.2.2.3. Sources of Recruitment and Selection Strategy

Recruitment sources can be broadly categorized into **internal** and **external** strategies. According to Armstrong (2000), priority should initially be given to internal candidates, encouraging them to apply for available positions within the organization. Internal recruitment sources may include current employees, referrals from existing staff, databases of former applicants, retirees, re-engaged former employees, and the organization's own website. These sources are cost-effective and can enhance employee morale by promoting career progression.

External recruitment, in contrast, involves identifying and attracting candidates from outside the organization. As noted by Denisi (2005), external recruitment widens the talent pool and introduces new perspectives and skill sets into the organization. External sources of recruitment include public advertisements, employment agencies, temporary staffing services, executive search firms, unsolicited walk-in applications, college and university career services, online job portals, and social media platforms.

Organizations should carefully align their recruitment sources with the specific nature and requirements of the positions they aim to fill. A strategic recruitment approach involves analyzing the available pool of job candidates and assessing whether they meet the desired qualifications and competencies. For specialized roles, organizations may use executive search firms or headhunters to identify top talent.

On the selection side, the strategy becomes effective only when the organization deploys the right tools to identify the best-suited candidates. As Compton et al. (2014) explain, a suitable combination of skills, experience, and attributes should guide the selection decision. Wickramasinghe (2007) identifies several selection tools available to organizations, including application forms, assessment centers, work sampling, aptitude or ability tests, cognitive ability

tests, interviews (individual or panel), medical examinations, and reference checks. It is therefore imperative for organizations to choose appropriate sources of recruitment and matching selection strategies that enhance productivity and competitiveness.

2.2.2.4. Challenges of Recruitment and Selection Practice

Despite its strategic importance, the recruitment and selection process faces several challenges that can hinder its effectiveness. One of the most prevalent issues is poor human resource planning. Without adequate planning, organizations may struggle to align workforce needs with business strategies. According to Kaplan and Norton (2004), effective human resource planning translates business goals into concrete policies and practices, especially in recruitment and selection. The key objective is to ensure the right number of people, with the right skills, is hired at the right time and cost.

Another major challenge is the lack of comprehensive job analysis prior to recruitment. As Pilbeam and Corbridge (2006) argue, job analysis provides the foundation for accurate job descriptions and specifications. These, in turn, outline the qualifications, experience, and personal attributes needed, thereby guiding both recruitment and selection efforts. Inadequate job analysis can result in mismatched placements; either under qualified employees who struggle to perform or overqualified individuals who may become dissatisfied and disengaged.

Johnston (1999) emphasizes the importance of a job description, which details the duties involved, and a job specification, which describes the qualifications and competencies required. These documents are essential for defining selection criteria. However, various factors influence the effectiveness of recruitment methods, including:

Organizational attractiveness – How well the organization is perceived by prospective employees, often influenced by employer branding and communication strategies.

Job attractiveness – The nature of the job itself, where roles perceived as stressful, low-status, or lacking advancement opportunities may deter qualified applicants.

Cost of recruitment – Recruitment can be expensive; thus, organizations must assess the cost-efficiency of each recruitment channel.

Recruitment goals – Recruitment should serve multiple objectives, such as diversity, talent acquisition, and organizational development.

Recruitment philosophy – This refers to the organization's commitment to inclusive and ethical hiring practices, as noted by Sims (2002).

Additionally, lack of formal and valid selection systems, combined with the absence of experienced HR specialists, presents significant obstacles. Stewart and Knowles (2000) assert that unstructured or informal selection processes can lead to inconsistent hiring decisions and misalignment between candidate abilities and job requirements.

In summary, the challenges in recruitment and selection arise from both strategic and operational shortcomings. Organizations must address these barriers by adopting structured processes, leveraging effective planning and job analysis, and ensuring ethical and inclusive practices.

2.2.3. Performance Management Practices

An organization's long-term success heavily relies on employees' capabilities, including their skills, experience, knowledge, and ability to manage resources effectively. The concept of job performance encompasses the extent to which employees contribute to organizational goals. As Armstrong (2009) explains, employees are expected to perform efficiently, while managers are tasked with evaluating and monitoring this performance to ensure alignment with organizational objectives.

Aguinis (2005) defines performance management as an ongoing process of identifying, measuring, and developing the performance of individuals and teams while aligning performance with the strategic goals of the organization. This process comprises five key components: agreement, measurement, feedback, positive reinforcement, and dialogue. Over time, the term "performance management" has taken on various interpretations—some equate it with performance appraisals, others with performance-related pay, or even training and development (Aguinis, 2007).

According to Schneier, Beatty, and Baird (1987), performance management encompasses several phases: development and planning, managing and reviewing, and rewarding performance. Each phase involves specific activities. For instance, the development phase includes setting objectives and identifying development needs; the managing phase focuses on ongoing feedback, coaching, and reviews; and the rewarding phase ties performance outcomes to personal growth and compensation. The performance management process begins with defining a job and concludes when the employee exits the organization.

To gain a better understanding of performance management, it is useful to examine its purpose, practices, and challenges, along with its relationship to employee performance.

2.2.3.1. Purpose of Performance Management

Performance management aims to enhance organizational, team, and individual outcomes by managing performance within a clearly defined framework of goals, standards, and competencies. Armstrong (2010) explains that the process fosters a shared understanding of what is expected and how individual roles contribute to organizational success. Furthermore, performance management seeks to develop the capabilities of employees to meet and exceed expectations, thereby benefiting both the individual and the organization. Armstrong (2014) adds that aligning individual objectives with strategic goals is a central purpose of performance management, facilitating better overall performance.

2.2.3.2. Practices and Challenges of Performance Management

Effective performance management practices can significantly improve individual, team, and organizational outcomes. However, several challenges limit their successful implementation. Smither and London (2009) highlight that; even well-designed performance management systems may face practical limitations, such as lack of training, supervisor biases, and insufficient time or attention from employees and managers. Despite these issues, it remains essential to incorporate the core features of a robust performance management system.

Armstrong (2009) suggests that although the concept of performance management is valuable, its implementation often faces resistance. Managers may view it as a bureaucratic exercise, and employees might fear the appraisal process or perceive it as irrelevant. Common problems include the subjective nature of performance ratings, difficulties in obtaining manager buy-in, and poorly designed performance management systems.

Pulakos (2004) identifies three critical factors that influence the effectiveness of performance management systems: Alignment with the organization's strategic direction, User-friendly tools and efficient processes, and Engagement from both managers and employees to derive value through planning, development, feedback, and results achievement. Armstrong (2014) emphasizes that performance management fosters a performance-driven culture, aligning individual goals with organizational targets through clear Key Performance Indicators (KPIs). This alignment enhances employee contributions and organizational effectiveness.

Storey (2009) identifies several reasons why performance management systems may fail. These include poor communication, inadequate feedback, perceived unfairness, lack of transparency, and limited incentives. Additional barriers include unclear strategic goals, complex tools and

systems, lack of leadership support, resistance to change, skills gaps, and unsupportive organizational cultures.

2.2.4. Training and Development Practice

Training and development are fundamental to building a competitive workforce, especially in an era of rapid technological change. Continuous learning is essential for employees to stay relevant and productive. Historically, organizations have relied on training and development programs to align employee skills with organizational needs. However, with the increasing costs and risks—such as employee turnover after training many organizations are more cautious in their planning. According to Armstrong and Taylor (2014), learning and development refers to the process of ensuring that the workforce is knowledgeable, skilled, and engaged. It includes formal training programs, on-the-job learning, and broader development initiatives aimed at enhancing employee capabilities and preparing them for future responsibilities.

Effective training and development practices support employee growth, boost morale, enhance retention, and ultimately contribute to organizational success. Organizations must therefore strategically invest in learning opportunities that align with their business goals and adapt to the evolving external environment.

2.2.4.1. Definition of Training and Development

Training and development are essential components of human resource management, aimed at equipping employees with the knowledge, skills, and attitudes required to perform their current and future roles effectively. Training refers to a planned and systematic effort to facilitate employees' acquisition of job-specific competencies such as knowledge, technical skills, and behavioral patterns. For instance, safety training programs are often implemented to ensure that employees adopt proper safety practices in the workplace. Development, on the other hand, focuses on broader competencies that enhance an employee's potential to handle future roles and responsibilities, often targeting leadership or managerial capacities.

Dale S. Beach defines training as “the organized procedure by which people learn knowledge and/or skill for a definite purpose,” emphasizing its goal-oriented nature. Similarly, Edwin Flippo describes training as “the act of increasing the skills of an employee for doing a particular job,” underscoring its job-specific orientation and short-term scope. Training activities may include employee orientation, technical instruction, coaching, and counseling. These interventions aim to improve immediate job performance and meet organizational standards.

According to Armstrong (2001), training involves the systematic development of employees' capabilities to perform given tasks. It is a process designed to improve aptitudes, skills, and attitudes, thereby fostering employee effectiveness and efficiency. Aswathappa (2000) adds that training is crucial in refreshing existing knowledge while cultivating new skills. Kulkarni (2013) highlights the primary objective of training as ensuring the availability of a skilled and committed workforce capable of meeting organizational demands.

In contrast, development goes beyond current job requirements and prepares employees for future roles. It focuses on long-term growth by enhancing personal and professional capabilities. Development programs often include management training, succession planning, and personal development planning. As Meyer (2007) explains, development supports continuous learning and leadership cultivation. Nadler (1984) further notes that development initiatives aim to either improve current performance, prepare employees for future responsibilities, or promote general growth in alignment with organizational objectives.

Training and development methods can be categorized into on-the-job training and off-the-job training. On-the-job training allows employees to learn while performing their regular duties in the workplace, promoting immediate application and relevance. Off-the-job training, however, takes place away from the work environment and enables employees to focus entirely on learning without the distractions of their daily responsibilities (Nguyen, 2009).

Boston et al. (2011) argue that in a competitive and rapidly changing global market, training and development are vital for enhancing productivity, efficiency, customer service, and staff retention—key drivers of organizational success. Organizations must invest in comprehensive learning and development strategies not only to remain competitive but also to ensure internal talent growth and retention.

Moreover, effective employee development integrates a mix of formal education, experiential learning, and performance assessments to build future competencies. Human resource management plays a critical role in designing and implementing these development programs, ensuring alignment with both individual career goals and organizational strategic objectives.

In conclusion, while training emphasizes immediate, job-specific competencies, development prepares employees for broader, long-term career growth. Together, they form a holistic approach to enhancing human capital and organizational sustainability.

2.2.4.2. Significance of Training and Development

Training and development play a pivotal role in enhancing organizational effectiveness by improving employee capabilities and aligning them with job requirements. Human Resource Management (HRM), to a large extent, derives its impact and relevance from its role in human capital development, with training being one of its most critical instruments. As noted by Kumar (2013), organizations rarely find candidates who perfectly match job specifications upon recruitment. Therefore, training becomes essential to bridge this gap, equipping employees with the competencies necessary for effective performance.

Systematic training leads to value addition by enhancing employee performance, which, in turn, contributes to increased productivity and organizational profitability. Well-trained employees and managers are more likely to understand the most effective and efficient ways to accomplish tasks, which is particularly vital in today's technologically complex work environments. Training also enables employees to remain current in their fields, improving their job knowledge and operational ease. These results in the achievement of performance targets, heightened morale, and increased job satisfaction.

Moreover, trained employees require less supervision, which fosters greater autonomy and confidence at the workplace. A competent workforce reduces dependency on managerial oversight, allowing supervisors to focus on strategic priorities. Additionally, trained employees are less prone to workplace accidents, enhancing organizational safety standards. Importantly, organizations with a well-trained workforce are more resilient to change, particularly during transitions such as turnover or restructuring. For instance, when employees possess multi-functional skills, they can more easily adapt to shifts in workload or organizational needs, supporting both operational continuity and strategic flexibility.

In essence, training and development not only enhance individual performance but also promote organizational stability, adaptability, and long-term success.

2.2.4.3. HRM Practices of Training and Development

Training, though defined consistently across scholarly literature, has been described with varying emphasis by different authors. According to Anderson (2000), training is a deliberate process aimed at changing employee behavior at work through the application of learning principles. It involves the systematic enhancement of attitudes, knowledge, and skills necessary for satisfactory task performance. Similarly, Barry (2001) defines training as a structured process

through which individuals acquire the knowledge, skills, and attitudes required to perform their responsibilities to the expected standard. He further emphasizes that training is aimed at developing individuals' capabilities to meet both current and future human resource needs of the organization.

Training and development programs are strategic tools used by organizations to close performance gaps among employees. As organizational goals and technologies evolve, there is a continuous need for the workforce to adapt through learning. Therefore, training and development must be integrated into broader organizational strategies to sustain high performance. Literature has shown a strong correlation between effective training programs and organizational competitive advantage (Cooke, 2001; Divya & Gomathi, 2015; Falola, Osibanjo, & Ojo, 2014; Sabiu et al., 2016). This is because these programs enhance employees' efficiency, engagement, and satisfaction with their work, leading to improved morale, reduced turnover, and cost savings.

Wahab et al. (2014) argue that employees who are provided with continuous learning opportunities tend to develop greater commitment and emotional investment in their roles, which in turn drives overall organizational success. Furthermore, training contributes to internal talent development, making organizations less reliant on external recruitment and more resilient in times of change. Mabindisa (2013) adds that effective training practices also lead to improved staff retention, thereby lowering recruitment and onboarding costs.

In summary, training and development are not merely operational tools, but strategic levers that align workforce capability with organizational performance. When properly implemented, they contribute significantly to employee motivation, retention, and the achievement of long-term institutional goals

2.2.4.4. Challenges of Training and Development

One of the major challenges facing organizations in implementing effective training and development programs is the lack of clear career advancement opportunities for employees. Sustaining employee morale requires continuous efforts to create new job roles and to support staff development within the organization. However, in many cases, even when training opportunities exist, the right employees may not be given the chance to participate. Instead, training slots may be allocated to other employees or supervisors who are not directly involved in the practical implementation of the skills learned.

Additionally, the uncertainty of career growth within organizations often stems from short-term funding cycles and limited availability of resources dedicated to capacity building. This scarcity of funds restricts the ability to offer ongoing and comprehensive training, thereby limiting human resource development and the organization's potential to cultivate skilled and motivated employees.

2.2.5. Reward Management Practices

2.2.5.1. Definition of Reward Management

Reward management involves designing, implementing, and maintaining reward systems that fulfill the needs of both the organization and its stakeholders in a fair, equitable, and consistent manner. It aims to enhance organizational performance and secure competitive advantage by aligning pay strategies, systems, and processes with the overall organizational strategy (Armstrong & Taylor, 2014). According to Josh (2015), reward systems are multifaceted, encompassing both financial and non-financial components.

Financial rewards include the remuneration package such as base pay, variable pay, additional benefits, and opportunities for bonuses or incentives. Non-financial rewards cover recognition, opportunities for learning and development, increased job responsibilities, career growth, and intangible factors like job satisfaction, intrinsic motivation, and engagement with the organization.

Lawler (2009) highlights that rewards serve multiple purposes for both the organization and employees. For organizations, rewards help mobilize and motivate the workforce, attracting and retaining talent, and encouraging optimal performance. For employees, rewards establish purchasing power and act as recognition of their efforts and value within the organization and the broader labor market.

Armstrong (2010) defines reward management as the formulation and execution of strategies and policies to reward employees fairly and consistently according to their value to the organization. It involves the development and upkeep of reward systems, including processes and procedures, that meet organizational and stakeholder needs. Effective reward management helps human resource managers attract, retain, and motivate employees, facilitating improved performance. Therefore, reward structures must align with both organizational goals and employee aspirations (Maund, 2001). The fundamental objective is to provide positive reinforcement for desired performance (Wilson, 2003).

2.2.5.2. Purposes and Forms of Reward Management

The primary purpose of rewards is to attract suitable employees and motivate them to maintain high levels of performance. Rewards also acknowledge individual contributions, fostering loyalty and pride, encouraging employees to remain committed and strive for excellence (Rose, 2014).

A. Financial Rewards

Financial rewards are monetary payments made directly or indirectly to employees. Direct payments include base salary, merit pay, cost of living adjustments, incentives, and bonuses (Milkovich et al., 2009). Indirect financial rewards consist of employee benefits such as pensions, paid holidays, health coverage, and other fringe benefits, often referred to as transactional rewards.

B. Non-Financial Rewards

Non-financial rewards do not involve direct payment but arise from the nature of the work itself. Examples include achievement recognition, autonomy, promotions, opportunities to develop skills, training, career development, good working conditions, and effective leadership (Armstrong & Helen, 2005). These rewards focus on fulfilling employees' needs for achievement, recognition, responsibility, influence, and personal growth.

C. Recognition

Recognition is a powerful motivator, often more effective than cash rewards. It involves acknowledging employees' skills and achievements, which can significantly boost morale and motivation. Armstrong and Helen (2005) emphasize that recognition should be awarded judiciously, based on genuine employee accomplishments, and ideally accompanied by achievement bonuses or awards.

D. Intrinsic and Extrinsic Rewards

Intrinsic rewards stem from the job itself and the satisfaction gained from performing meaningful and rewarding tasks. Extrinsic rewards are external to the job, including pay and benefits. An intrinsically motivated employee commits to work because of the inherent rewards of the tasks, while extrinsically motivated employees are driven by external incentives (Armstrong & Helen, 2007).

E. Total Reward

Total reward is a comprehensive concept combining financial and non-financial rewards. It

encompasses base pay, job evaluation, market rate analysis, pay structures, contingent pay, employee benefits, performance management, as well as non-financial factors such as career development, recognition, and work environment quality (Armstrong, 2006).

2.2.5.3. HRM Practices of Reward Management System

The terms “compensation” and “reward” are often used interchangeably in modern personnel management. However, they have distinct philosophical underpinnings. Compensation is traditionally viewed as a way to make up for the “loss” incurred by employees through their work, implying that work is a burden to be compensated. In contrast, reward management sees work as a positive activity that deserves to be rewarded based on the quality and quantity of achievement (Noe, Hollenbeck, Barry & Wright, 2011).

Employees require various types of compensation or rewards for their effort, which enable organizational functioning. The human resource department, through designated officers, must evaluate different job types and levels to develop appropriate compensation packages, including pay and other incentives. Scholars such as Snell and Bohlander (2010) and Berman, Bowman, West, and Wart (2010) emphasize that effective employee performance depends on appropriate compensation in the form of pay, incentives, and benefits, which motivate people to perform optimally. When organizations provide these incentives effectively, they maximize employee productivity.

Cascio (2012) defines compensation as comprising direct cash payments, indirect payments such as employee benefits, and incentives aimed at motivating employees toward higher productivity. It represents the recompense or reward given by an organization for work done, services rendered, or contributions made toward achieving organizational goals.

In today’s competitive market, especially in service sectors where employees drive value creation, organizations must prioritize compensation management. Firms globally pay close attention to compensation levels, components, and competitiveness to attract and retain talent. Additionally, employee safety and health have become critical concerns. Contributions and achievements of employees should be acknowledged and reciprocated through appropriate rewards (Rudge, 2011).

A reward system is defined as a package or system comprising rewards and benefits such as holiday leave, medical coverage, transport allowances, and performance bonuses (Lim & Ling, 2012). Reward systems typically aim to attract, retain, and motivate employees (Zhou, Zhang, &

Montoro-Sánchez, 2011). For example, teachers, who may not be motivated by financial incentives, can be encouraged through non-financial rewards such as recognition, satisfaction from student achievement, influence, skill acquisition, and personal growth (Odden, 2011).

2.2.5.4. Challenges Associated with Compensation Management

A significant challenge with indirect compensation is the lack of employee participation in designing benefit programs. Aswathappa (2007) notes that once an organization designs an employee benefit program, employees generally have little discretion over the benefits they receive. For instance, uniform pension plans are usually applied to all workers regardless of age or individual needs. Younger employees may view pensions as irrelevant, while older female workers might consider maternity benefits unnecessary.

This uniformity fails to recognize workforce diversity, and although it reduces administrative complexity, it may result in employees receiving benefits they neither want nor need. Moreover, many employees remain unaware of the full range of benefits available, leading to confusion, dissatisfaction, and potentially complaints that could negatively affect their job performance and productivity.

2.3. Empirical Reviews

Empirical studies provide critical evidence on human resource practices such as recruitment and selection, performance management, training and development, and reward management, all of which influence employee performance.

Ombui, Elegwa, and Gichuhi (2014) found a strong positive correlation between recruitment and selection practices and employee performance in Kenyan research institutes. Similarly, Ekwoaba, Ikeije, and Ufoma (2015) revealed that objective recruitment and selection criteria significantly enhance organizational performance. Mary (2015) emphasized the importance of strategic recruitment and selection in achieving organizational objectives and competitive advantage.

Studies indicate that lack of motivation and poor reward systems hinder effective performance management. Farheen et al. (2014) reported dissatisfaction with performance management due to employee exclusion from setting performance standards in Pakistan's Alfalah Bank. Beshir (2016) found inadequacies in performance appraisal practices at Ethiopia International School, with appraisals not sufficiently linked to rewards or employee development. Dereje (2015) noted serious shortcomings in performance management processes at Addis Ababa City Administration, affecting individual and organizational performance.

CHAPTER THREE

3. Research Methodology

3.1. Introduction

This chapter outlines the research methodology employed to examine the human resource management (HRM) practices and challenges at Ethiopian Broadcasting Corporation (EBC), focusing on recruitment and selection, training and development, performance management, and reward management practices. It presents the research design, study population, sample size and sampling techniques, data collection instruments, data analysis methods, validity and reliability considerations, and ethical issues relevant to the study.

3.2. Study Area

The study was conducted at Ethiopian Broadcasting Corporation (EBC), the largest state-owned broadcaster in Ethiopia. EBC has a total workforce of 2200 employees, including those at branch offices, with 1400 employees stationed at the head office (HRMD, 2024). The corporation was selected due to its critical role in informing, educating, and entertaining the Ethiopian public as well as its contribution to building a democratic society and enhancing Ethiopia's international image.

3.3. Research Design

According to Kothari (2004), a research design is a blueprint that guides the collection, measurement, and analysis of data to achieve the study's objectives within given time and resource constraints. This study employed a **descriptive research design** to assess the current HRM practices and challenges at EBC. Descriptive design is suitable for obtaining detailed, factual information about the existing situation of the selected HRM systems and identifying the problems encountered in their implementation.

The study focused on four major HRM practices: recruitment and selection, training and development, performance management, and reward management. The population included all 1400 employees at EBC's head office, categorized into journalists, technical workers, and supportive staff. A simple random sampling method was used to select respondents for data collection.

The study used a mixed-method approach combining both quantitative and qualitative data. Quantitative data were collected via structured questionnaires, while qualitative data were gathered through semi-structured interviews and document review. Data analysis involved

comparing and interpreting both qualitative and quantitative findings to answer the research questions comprehensively.

3.4. Research Population, Sample and Sampling Techniques

3.4.1. Population of the Study

The target population comprised all employees working at the EBC head office, totaling 1400. Due to logistical challenges, employees in branch offices were excluded from the study. The population was considered homogeneous, with all employees having an equal chance of selection.

3.4.1. Sample Size and Sampling Techniques

Determining an appropriate sample size is essential to ensure the study's efficiency, representativeness, reliability, and flexibility (Kothari, 2004). Sampling enables studying a manageable subset that reflects the characteristics of the entire population. Using the Krejcie and Morgan (1970) sample size determination table and formula, a sample size of **302 respondents** were determined from the 1400 employees at EBC head office. Of these, **295 respondents** were selected through simple random sampling to complete questionnaires.

Additionally, seven key informants were selected using **purposive sampling** to participate in interviews. These included: EBC CEO Office Head, HR Department Head, Law Department Head, 2 HR Team Leaders and 2 Senior HR Experts. These individuals were chosen for their direct involvement in HR strategy design, implementation, monitoring, and evaluation.

The formula used for sample size determination is **Krejcie and Morgan sample size determination formula:**

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

Where,

n = sample size

N = population size = 1400

e = acceptable error of sample size (0.05) -the degree of accuracy expressed as proportion (.05)

χ^2 = Chi-square $df = 1$ and reliability level 95% ($\chi^2 = 3.841$) -the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841)

p = the population proportion (assumed to be .50) since this would provide the maximum sample size)

$$n = \frac{(3.841)(1400)(0.5)(1-0.5)}{e^2 (N - 1) + \chi^2 p (1 - p)}$$

$$(0.05)^2(1400-1)+(3.841)(0.5)(1-0.5)$$

$$n= 1344.35/3.4975+.096$$

$$n= 1344.35/4.45775$$

$$n= 301.576$$

$$n= 302$$

This formula was selected due to its widespread applicability in determining representative sample sizes from finite populations. It ensures a balance between accuracy and practicality by incorporating a known population size, margin of error (5%), and confidence level (95%). Unlike methods tailored for infinite populations, this approach provides more realistic estimations for bounded populations such as institutional staff. Its ease of use and general acceptance in academic research make it a practical choice that helps mitigate risks related to under- or over-sampling.

3.5. Data Collection Instruments

To gather the necessary data for this study, a combination of quantitative and qualitative tools were used. Questionnaires served as the main instrument for collecting quantitative data, while interviews and document reviews were employed for qualitative insights.

3.5.1. Questionnaires

A questionnaire is a structured instrument designed to elicit consistent responses from participants, allowing for data collection on a large scale in a cost-effective and timely manner (Gall et al., 2007). For this study, the questionnaire was distributed among employees across various departments of the Ethiopian Broadcasting Corporation (EBC). It consisted of both closed and open-ended items. Closed-ended questions were selected for their ease of analysis, time efficiency, and objectivity, while open-ended questions allowed respondents to freely express their thoughts (Best & Kahn, 2005).

The questionnaire had two main parts: the first section focused on demographic information such as age, gender, marital status, education, and years of service. The second section was concerned with assessing human resource management practices using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree).

Initially developed in English, the questionnaire was translated into Amharic to enhance accessibility. However, most respondents opted to complete the English version. Before formal

distribution, a pilot test was conducted to assess clarity and relevance. Following this, the final version was administered, and the completed responses were collected for analysis.

3.5.2. Interviews

Interviews involve direct verbal interaction between interviewer and interviewee and are used to obtain more nuanced and in-depth information (Gall et al., 2007). For this research, semi-structured interviews were conducted with individuals not included in the questionnaire sample. This format allowed flexibility for follow-up questions and emerging themes during the discussion.

The interviews focused on the core human resource functions; recruitment, training, performance management, and reward systems to triangulate findings and enrich the overall understanding of HR practices within the organization.

3.5.3. Document Analysis

Document review complemented the primary data by offering secondary insights. Records analyzed included employee performance evaluations, training and development logs, and recruitment documentation. These documents helped validate and expand upon the information gathered through the other tools, enhancing the reliability of the findings.

3.6. Data Collection Procedures

The data collection process followed a structured sequence. The purpose of the study was clearly communicated to participants, and instructions on how to complete the questionnaire were provided. Participants were assured of confidentiality and encouraged to answer honestly. After orientation, they completed and returned the forms, which were then collected by the researcher.

3.7. Data Analysis Techniques

Both quantitative and qualitative data analysis methods were employed. Quantitative responses were analyzed using frequency tables, percentages, and descriptive summaries. For the qualitative data derived from open-ended responses, interviews, and document reviews, thematic analysis was conducted to identify common patterns and perspectives. This helped triangulate findings and added depth to the quantitative results.

3.8. Validity and Reliability of Instruments

Ensuring the validity and reliability of research instruments is essential. Validity refers to the extent to which the instrument measures what it is intended to measure (Ghauri & Gronhaug, 2005; Kothari, 2004; Maree, 2007). To enhance content validity, a pilot test was conducted using

a convenience sample of 20 respondents, who reviewed the questionnaire for relevance, clarity, length, and content overlap. Feedback was incorporated before final deployment.

Reliability pertains to the consistency of the measurement instrument. According to Carmines and Zeller (1979), a reliable instrument yields stable results across repeated applications. Cronbach’s alpha, computed using SPSS and was employed to measure internal consistency. As per Sekaran (2003), alpha values above 0.7 are acceptable, and those above 0.8 are considered good.

Table 3. 1 Cronbach's Alpha coefficient result

Variables	Number of items	Cronbach’s alpha
Recruitment and selection	5	0.835
Performance management system	5	0.902
Training and development	5	0.789
Reward management system	5	0.871
Average reliability result		0.849

Source: Own survey (2025)

Concerning the above table, the overall reliability of the four variables have Cronbach’s alpha values above 0.7, indicating that the items within each construct are reliably measuring the same underlying concept. Performance Management System ($\alpha = 0.902$) is the most reliable construct in the questionnaire.

Recruitment and Selection ($\alpha = 0.835$) and Reward Management System ($\alpha = 0.871$), both are in the “good reliability” range (0.8-0.9), suggesting well-constructed items that are measuring the intended concept effectively.

Training and Development ($\alpha = 0.789$); slightly below 0.8, but still considered acceptable. There might be minor variation in how respondents interpreted the items, or some room for refining one or more items in this section to enhance reliability.

The implications for research reliability can be expressed as the scales used in the questionnaire are statistically reliable and the results based on these constructs can be considered internally consistent and trustworthy.

The reliability supports the validity of any conclusions drawn from the data regarding employee perceptions of recruitment, performance management, training, and rewards. On average based on the pilot test, the reliability coefficient of the instrument was found to be 0.849(8.5.0%) hence, was taken to be high reliable.

The researcher took careful measures to ensure that no individual could be identified or linked to specific responses. This assurance of confidentiality encouraged participants to provide honest and candid answers, free from fear of potential consequences or judgment.

3.9. Ethical Consideration

After permission was obtained from the corporation and concerned bodies, the target population were given the questionnaires by the researcher. The anonymity of the respondents' response was fully be protected by not to write their name and they should be free to give honest responses without fear of any act of vengeance from their superiors. The data was gathered based on the consent of the participants. All respondents expected to respond based on their will and wish. The information was used only for academic purpose. The researcher is confidential for the information which was collected from the respondents. The current policies and regulations were followed to collect the required data. Furthermore, brief description about the title, purposes and objectives of the study was made clear for concerned body when the data was collected.

CHAPTER FOUR

4. Data Presentation, Analysis and Interpretation

4.1. Introduction

This chapter presents and analyzes data collected regarding the current state of four key human resource management (HRM) practices and associated challenges at the Ethiopian Broadcasting Corporation (EBC). Data were obtained through questionnaires, interviews, and document reviews. The questionnaires were distributed to employees and managerial staff across various departments and levels. Additionally, interviews were conducted with key informants, including the heads of the CEO office, Legal Department, HRM Department, and HRM professionals involved in evaluating and implementing HR functions.

The chapter begins with an overview of the demographic characteristics of the respondents. It then discusses participants' perspectives on each of the four HRM practice areas: recruitment and selection, performance management, training and development, and reward management. The findings are presented in tables using frequencies and percentages. Interpretations are provided to shed light on the current implementation status of HRM practices at EBC. Finally, the chapter concludes by summarizing average respondent opinions to give an overall assessment of HRM practices and their perceived impact on employee performance.

4.2. Response Rate and Demographic Information

4.2.1. Response Rate

Data for this study were primarily collected using a structured questionnaire administered to a sample of 295 employees. Out of these, 258 completed and returned the questionnaire, yielding a response rate of 87.5%. Furthermore, in-depth interviews were conducted with 7 individuals to supplement the survey data. Relevant documents were also reviewed and incorporated into the analysis.

Table 4.1: Response Rate of Respondents

Category	Male	Female	Total
Instruments Distributed	185	110	295
Instruments Collected	164	94	258
Percentage Returned (%)	88.65	85.45	87.5

Source: Survey Results (2025)

The high response rate exceeds the 60% minimum recommended by Dillman (2000), indicating a satisfactory level of participation.

4.2.2. Demographic Characteristics of Respondents

This section summarizes the general background of the study participants, gathered through structured questions on gender, educational level, age, years of service, marital status, working department, and job position.

4.2.2.1. Gender Distribution

Respondents were asked to identify their gender. The results are presented below:

Table 4.2: Gender of Respondents

Gender	Frequency	Percentage (%)
Male	164	63.57
Female	94	36.43
Total	258	100

Source: Survey Results (2025)

The gender distribution shows that males constitute a higher proportion (63.57%) of the respondents, indicating that the workforce at EBC is male-dominated. However, both genders are adequately represented in the sample, supporting balanced insights in the analysis.

4.2.2.2. Age Distribution

Table 4.3: Age Distribution of Respondents

Age Group	Male	Female	Total	Percentage (%)
Below 20 years	4	2	6	2.3
20–29 years	58	31	89	34.5
30–39 years	62	29	91	35.3
40–49 years	22	24	46	17.8
50 years and above	18	8	26	10.1
Total	164	94	258	100

Source: Survey Results (2025)

The majority of respondents fall within the 20–29 and 30–39 age groups, comprising nearly 70% of the sample. This suggests a workforce dominated by younger and middle-aged employees. While younger employees may contribute innovative ideas and fresh perspectives, those in older age groups bring valuable experience to the organization.

4.2.2.3. Educational Qualifications

Table 4.4: Educational Qualifications of Respondents

Educational Level	Male	Female	Total	Percentage (%)
Masters and above	43	22	65	25.2
Bachelor's Degree	72	36	108	41.9
Diploma	35	27	62	24.0
Below Diploma	14	9	23	8.9
Total	164	94	258	100

Source: Survey Results (2025)

Most respondents hold a bachelor's degree (41.9%), followed by those with masters or higher qualifications (25.2%). This indicates that the workforce is relatively well-educated, which likely contributed to the accurate understanding and completion of the questionnaire. It also reflects that the organization's minimum educational requirement for most positions is fairly high.

4.2.2.4. Years of Service of Participants

Table 4.5: Service Years of Participants in the Corporation

Participants were asked to indicate their duration of service within the organization. The distribution of responses is shown below:

Service years of Participants	Respondents			
	Sex			
	M	F	T	%
Less than 1 year	-	-	-	-
1 to 5 years	28	34	62	24.1
6 to 10 years	33	28	61	23.6
11 to 20 years	66	22	88	34.1
Above 20 years	37	10	47	18.2
Total	164	94	258	100

Source: Survey Results (2025)

The findings reveal that the largest proportion of employees (34.1%) has been in the corporation is 11–20 years. This is followed by those with 1–5 years (24.1%) and 6–10 years of service (23.6%). Employees with over 20 years of experience represent 18.2% of the sample. Notably, there were no respondents with less than one year of service. This implies that most participants have long-term exposure to the institution's operations, which likely enhances their understanding of the organization's human resource management (HRM) practices and related challenges. Consequently, their input is considered reliable and credible.

4.2.2.5. Marital Status of Participants

Table 4.6: Marital Status of Participants

Respondents				
Marital Status of Participants	Sex			
	M	F	T	%
Married	128	65	193	74.8
Single	36	29	65	25.2
Total	164	94	258	100

Source: Survey Results (2025)

According to Table 4.6, the majority of respondents (74.8%) are married, while 25.2% are single. Marital status can influence employee behavior and organizational performance. For instance, married staff may have different expectations and commitments compared to single employees, impacting job satisfaction and productivity. Thus, recognizing the marital status distribution can guide management in designing appropriate HR policies and support mechanisms.

4.2.2.6. Work Area of Participants

Table 4.7: Work Areas of Participants

Respondents				
Work Areas of Participants	Sex			
	Male	Female	Total	%
Editorial area	76	48	124	48.1
Media technology	57	22	79	30.6
Supportive area	31	24	55	21.3
Total	164	94	258	100

Source: Survey Results (2025)

As shown in Table 4.7, nearly half (48.1%) of the participants work in editorial departments. Media technology staff account for 30.6%, while 21.3% serve in support roles. This distribution reflects the operational emphasis of the organization, with a strong editorial workforce.

4.2.2.7. Job Positions of Participants

Table 4.8: Participants' Positions in the Organization

Respondents				
Participants' Positions in the Organization	Sex			
	Male	Female	Total	%
Expert	92	73	165	64
Team Leader	34	13	47	18.2
Department Head	22	5	27	10.5
Division Head and above	16	3	19	7.3
Total	164	94	258	100

Source: Survey Results (2025)

Most respondents (64%) hold expert positions, followed by team leaders (18.2%). Department heads and senior-level positions such as division heads comprise 10.5% and 7.3%, respectively. This suggests that the majority of data was gathered from technical professionals rather than senior managers.

4.3. Findings of the Data Collection

This section presents the findings and data analysis from the collected data through questionnaire survey, interviews and document analysis. It covers the four main practices of HRM which are employees' opinions on recruitment and selection practices, performance management practices, training and development practices and reward management practices. For each question respondents opinion was measured on five point likert scale having items like Strongly Disagree-SA, Disagree-D, Undecided-UD(neither agree nor disagree), Agree-A, and Strongly Agree-SA.

4.3.1. Recruitment and Selection Practices

Table 4.9: Responses on Recruitment and Selection Practices

No.	Questions	SA		A		UN		D		SD	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1.	Recruitment and selection of employees based on human resource management plan and properly established job descriptions of a position of the corporation	22	8.5	54	20.9	44	17.1	106	41.1	32	12.4
2.	Adequate and relevant information about the corporation and job is provided to the candidate at the time of recruitment and selection.	56	21.7	66	25.6	36	14	78	30.2	22	8.5
3.	Selection of a candidate in the corporation is strictly based on his/her merit.	44	17.1	82	31.8	28	10.9	72	27.9	32	12.4
4.	For vacancies first chance is given to internal recruitment with promotion and transfer of employees	53	20.5	74	28.7	32	12.4	71	27.5	28	10.9
5.	Job advertisement is used by the corporation to recruit employees	63	24.4	88	34.1	27	10.5	55	21.3	25	9.7
	Average	47	18.2	73	28.3	33	12.8	77	29.8	28	10.8

Source: Survey Results (2025)

The data indicates mixed opinions on recruitment practices. For example, 41.1% of respondents disagreed that recruitment follows a formal HR plan, suggesting dissatisfaction with planning and transparency. Similarly, only about 47.3% believe candidates receive adequate information during recruitment. While 48.9% agree that selection is merit-based, a substantial portion (40.3%) disagrees, highlighting concerns about fairness. Moreover, only half the respondents believe

internal recruitment is prioritized. Job advertisements appear to be more positively regarded, with 58.5% acknowledging their usage.

On average, responses reflect skepticism toward the recruitment process, with many viewing it as inconsistent and prone to favoritism. Qualitative data from open-ended responses and interviews further support this view, indicating that while policies exist, their implementation is often weak or selectively applied.

4.3.2. Performance Management Practices

Table 4.10: Responses on Performance Management

No.	Questions	SA		A		UN		D		SD	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1.	In the corporation there is a well-planned performance management system	5	1.9	21	8.1	53	20.5	112	43.4	67	26
2.	Every Performance evaluation mechanism take place based on each employee agreement	31	12	102	39.5	54	20.9	41	15.9	30	11.6
3.	The corporation evaluates employees' performance continuously at regular intervals.	28	10.6	118	45.7	42	16.3	38	14.7	32	12.4
4.	The corporation give proper feedback on how employees performing regularly	6	2.3	23	8.9	63	24.4	123	47.7	43	16.7
5.	The performance management system is fair and objective.	24	9.3	72	27.9	34	13.2	86	33.3	42	16.3
	Average	19	7.4	67	26	49	19	80	31	43	16.7

Source: Survey Results (2025)

Respondents generally expressed dissatisfaction with the performance management system. Only 10% agreed that the system is well-planned, while over 69% disagreed or strongly disagreed. Although nearly 52% agreed that evaluations are aligned with employee agreements, feedback mechanisms were viewed critically 64.4% indicated that feedback is rarely or never given. Regarding fairness and objectivity, only 37.2% found the system acceptable, with the rest indicating distrust in its fairness.

Findings from interviews and open responses further reinforce these views. Although performance evaluations occur biannually, there is no dedicated policy, and the system is not effectively linked to rewards. Additionally, timely and constructive feedback is lacking. These gaps may undermine employee motivation and the credibility of the performance appraisal process.

4.3.3. Training and Development Practices

Table 4.11: Participants' Responses on Training and Development Practices

No.	Questions	SA		A		UN		D		SD	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1.	In the corporation training needs are identified periodically and selection for training is based on a proper need assessment	15	5.8	87	33.7	45	17.4	76	29.5	35	13.6
2.	The training programs are designed to fill employees' performance gaps	18	7	74	28.7	47	18.2	82	31.8	37	14.3
3.	In the corporation every training is evaluated by participants	13	5	54	20.9	52	20.2	96	37.2	43	16.7
4.	In the corporation job training carries out for every new employee to give them appropriate knowledge	35	13.6	104	40.3	38	14.7	53	20.5	28	10.9
5.	Training and development integrated with performance management system	4	1.6	25	9.7	34	13.2	122	47.3	73	28.3
	Average	17	6.6	69	26.7	43	16.7	86	33.3	43	16.7

Source: Survey Results (2025)

Respondents were presented with five statements to assess the corporation's current practices related to training and development. Their responses are summarized in Table 4.11 above.

From the responses, 33.7% agreed and 5.8% strongly agreed that training needs are periodically assessed, while 29.5% disagreed and 13.6% strongly disagreed. About 17.4% were neutral. This indicates that the process of identifying training needs may not be consistently or effectively applied, potentially resulting in misaligned training interventions.

Regarding the design of training programs, 31.8% disagreed and 14.3% strongly disagreed with the notion that training addresses performance gaps. Conversely, 28.7% agreed, while 7% strongly agreed and 18.2% remained neutral. This suggests a lack of confidence among employees that the training they receive effectively targets performance deficiencies.

As for training evaluation, 37.2% disagreed and 16.7% strongly disagreed that every training session is evaluated by participants. Only 20.9% agreed and 5% strongly agreed. These results point to a limited system for collecting feedback on training sessions, undermining continuous improvement efforts.

In terms of onboarding, 40.3% agreed and 13.6% strongly agreed that new employees receive appropriate job training. While this reflects some positive practices, the 20.5% who disagreed and 10.9% who strongly disagreed indicate inconsistencies in onboarding procedures.

Lastly, a significant portion of respondents—47.3% disagreed and 28.3% strongly disagreed—reported that training is not integrated with performance management systems. Only 9.7% agreed, and a mere 1.6% strongly agreed. This reveals a disconnection between employee development efforts and performance evaluation frameworks.

In summary, the findings reflect considerable weaknesses in the corporation’s approach to training and development. These include poor needs assessment, inadequate program relevance, lack of systematic evaluation, and weak linkage to performance management. The overall implementation of training and development initiatives appears misaligned with best practices and organizational objectives.

Feedback from open-ended questions and interviews reinforced these survey findings. Respondents stated that while training and development opportunities do exist, they are not strategically structured. Trainings are often not tailored to the specific duties or roles of employees and are rarely based on gap analyses. New employees reportedly do not receive timely orientation regarding their roles, the organization’s operations, and the working environment making it harder for them to adapt and perform effectively.

4.3.4. Reward Management Practices

Table 4.12: Participants’ Responses on Reward Management Practices

No.	Questions	SA		A		UN		D		SD	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
1.	The corporation has a fair reward management system policy	4	1.6	28	10.9	32	12.4	132	51.2	62	24
2.	The corporation has consistent reward management plan	5	1.9	31	12	47	18.2	121	46.9	54	20.9
3.	The corporation has incentive mechanism which is motivating	13	5	35	13.6	38	14.7	115	44.6	57	22.1
4.	The corporation recognize individual employee contribution with his/her best performance	16	6.2	66	25.6	43	16.7	96	37.2	37	14.3
5.	Reward management system plan is linked with performance management system	6	2.3	23	8.9	40	15.5	126	48.8	63	24.4
	Average	9	3.5	37	14.3	40	15.5	118	45.7	54	20.9

Source: Survey Results (2025)

Participants were asked five questions to assess the reward management practices in the corporation. Their responses are summarized in Table 4.12.

For the first item, 51.2% disagreed and 24% strongly disagreed that the corporation has a fair reward policy, while only 10.9% agreed and 1.6% strongly agreed. This suggests a widespread

perception among employees that the reward system is not equitable, potentially leading to dissatisfaction and low morale.

Regarding the second item, 46.9% disagreed and 20.9% strongly disagreed that the reward system is implemented consistently. Only 12% agreed and 1.9% strongly agreed. This lack of consistency may damage the credibility of the system and foster feelings of unfairness or favoritism.

In response to whether the corporation offers motivating incentives, 44.6% disagreed and 22.1% strongly disagreed. Just 13.6% agreed, and 5% strongly agreed. These figures indicate that current incentives do not effectively encourage or sustain employee motivation and performance. As for recognition of individual performance, 37.2% disagreed and 14.3% strongly disagreed, while 25.6% agreed and 6.2% strongly agreed. The data suggests that employee efforts are not adequately acknowledged, reducing the motivational impact of performance-based rewards.

Finally, 48.8% disagreed and 24.4% strongly disagreed that the reward system is linked to performance management. Only 8.9% agreed. This disconnect highlights a significant gap in aligning rewards with actual employee contributions and outcomes.

Overall, the data reveals that employees view the current reward management practices as unfair, inconsistent, and insufficiently motivating. The absence of a strong link between rewards and performance undermines the effectiveness of the system in driving high performance. The findings also show that recognition mechanisms are either weak or non-existent.

Consistent with these quantitative findings, information obtained from interviews and open-ended responses further confirmed that the corporation lacks a structured reward policy. Respondents noted that the reward system is neither well-established nor regularly implemented. Consequently, it fails to inspire or incentivize employees, indicating an urgent need for systematic reform in the corporation's approach to reward management.

4.3.5. Qualitative Data Analysis

This section presents a summary of the key informant interviews and open-ended questionnaire responses concerning human resource management (HRM) practices in the corporation. As outlined in Chapter Three, qualitative data were manually coded and categorized based on emerging themes aligned with the study's specific objectives. The respondents for the qualitative portion included individuals who completed the open-ended questions in the survey and seven

key informants: one CEO Office Head, one HR Department Head, one Legal Department Head, two HR Team Leaders, and two Senior HR Experts.

Recruitment and Selection

The data gathered from open-ended responses revealed concerns about favoritism in recruitment and selection. Several respondents noted that preferential treatment is often extended to acquaintances, relatives, and colleagues, rather than basing hiring decisions strictly on merit. Interview participants corroborated this observation, highlighting that recruitment procedures are at times ambiguous and not grounded in the job descriptions formulated during the job analysis phase. One participant stated, *“Sometimes we just find a new employee working with us without knowing how or from where they were recruited”*, which points to a lack of transparency and procedural adherence in the recruitment process.

Performance Management

Although employee performance evaluations are conducted semi-annually, interviewees reported that the corporation lacks a structured and well-articulated performance management policy. The evaluation system was criticized for being subjective, with inconsistent feedback and no clear guidelines on how performance is monitored or improved. Respondents noted the absence of timely and constructive feedback, as well as a lack of fairness in the evaluation criteria.

Training and Development

While induction training is provided for new employees, it was noted that the organization does not conduct regular training needs assessments. Selection for training is not always aligned with job requirements, and programs are often not tailored to address specific performance gaps. Moreover, training outcomes are rarely evaluated, and there is little to no integration between training initiatives and the performance management system.

Reward Management

The responses also revealed that the corporation does not have a formal reward management policy. Reward systems are not linked to employee performance, and recognition mechanisms are either weak or non-existent. This has contributed to employee dissatisfaction and reduced motivation, as efforts and achievements are not effectively acknowledged or rewarded.

Document Review

A review of HR department annual reports and employee performance records confirmed the issues rose during interviews and open-ended responses. These secondary sources provided

consistent evidence of gaps in HRM practices, particularly in recruitment, performance evaluation, training, and rewards.

In conclusion, the qualitative findings underscore significant weaknesses across key human resource management functions. The existing systems for recruitment, performance management, training, and rewards lack strategic coordination, transparency, and fairness. Addressing these issues requires comprehensive reforms and a more structured approach to HRM to enhance effectiveness, employee motivation, and overall organizational performance.

CHAPTER FIVE

5. Summary, Conclusion, and Recommendation

5.1. Introduction

This chapter presents the final part of the research study. It provides a summary of the major findings, draws conclusions based on those findings, and offers practical recommendations aimed at addressing the identified challenges. The overarching goal of the study was to assess the practices and challenges of four key human resource management (HRM) functions **recruitment and selection, performance management, training and development, and reward management** within the Ethiopian Broadcasting Corporation.

5.2. Summary of Findings

The research findings, based on quantitative and qualitative data presented in Chapter Four, reveal considerable shortcomings in the HRM practices of the corporation. Each of the four HRM domains assessed is summarized below:

Recruitment and Selection

Participants indicated that the organization does not effectively implement a strategic approach to recruitment and selection. The process is not aligned with the human resource strategic plan, and job descriptions are neither properly established nor consistently used during hiring. Moreover, candidate selection is not strictly based on merit, which raises concerns about fairness and transparency. It was also noted that adequate and relevant information about the corporation and the job is not provided to candidates during the recruitment process. In addition, the organization does not consistently prioritize internal recruitment through promotion and transfer, even when there are available vacancies. These findings highlight significant gaps in the organization's recruitment practices, potentially undermining the effectiveness and credibility of its human resource management.

Performance Management

The findings of the study revealed significant challenges in the corporation's performance management practices. A majority of respondents disagreed that a well-planned system exists to evaluate employee performance, indicating overall weaknesses in how performance management is handled. The results show that performance evaluations are not conducted based on mutual agreements with employees, and there is a lack of continuous monitoring and regular

evaluation. Proper feedback is not provided consistently and employees reported that performance standards were not clearly communicated prior to implementation. Additionally, there is limited communication between supervisors and employees, particularly when support is needed. Many respondents also felt that evaluations were not based on actual accomplishments or achievements. As a result, employees perceive the performance management system as unfair and ineffective in helping them improve their performance.

Training and Development

The findings of the study revealed major shortcomings in the corporation's training and development practices. The majority of respondents disagreed that training needs were identified periodically or that they were selected for programs suited to their job requirements. Training programs were not effectively designed to address performance gaps, and participant evaluations of training sessions were not consistently conducted. Furthermore, training and development activities were not integrated with the performance management system. These gaps suggest that the corporation's training efforts are not strategic, targeted, or performance-driven.

Reward Management

The findings of the study also revealed significant weaknesses in the corporation's reward management practices. The majority of respondents disagreed that the organization has a fair and consistent reward management system. They reported that the existing incentive mechanisms were not motivating and that there was no clear linkage between the reward system and the performance management system. As a result, the reward mechanism was seen as ineffective in enhancing employee performance. Overall, respondents perceived the corporation's reward management practice as neither fair nor consistent, undermining its ability to recognize and motivate employees.

Overall Perception

Across all four HRM practices, the majority of employees expressed negative perceptions, indicating that the current systems are ineffective in supporting or enhancing performance. These systemic HR challenges hinder the corporation's ability to develop, motivate, and retain talent.

5.3. Conclusion

The study concludes that the Ethiopian Broadcasting Corporation faces significant challenges in implementing effective HRM practices. Recruitment and selection are not strategically aligned,

and the hiring process lacks transparency and meritocracy. Performance management is underdeveloped, characterized by irregular evaluations, poor communication, and absence of employee involvement. Training and development efforts are uncoordinated and not based on performance needs. Reward management is similarly deficient, lacking fairness, consistency, and performance linkage. Collectively, these gaps suggest that the HRM system is not sufficiently contributing to employee performance or organizational effectiveness.

5.4. Recommendations

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

1. Strategic Recruitment and Selection

Align recruitment processes with the corporation's strategic HR plan, develop and utilize clear job descriptions and specifications, implement a transparent, merit-based selection system and promote internal recruitment through structured promotion and transfer mechanisms.

2. Improved Performance Management

Establish a comprehensive performance management policy; ensure continuous evaluation based on clear, measurable performance criteria; involve employees in setting performance goals and provide regular, constructive feedback; strengthen communication between supervisors and staff to encourage support and accountability.

3. Systematic Training and Development

Conduct regular training needs assessments linked to performance gaps; design training programs tailored to job-specific skills and employee development; integrate training outcomes with performance management processes; evaluate training effectiveness through feedback and performance improvement metrics.

4. Effective Reward Management

Develop a formal reward management policy that ensures fairness and consistency; link rewards and incentives to performance outcomes to motivate employees; recognize employee achievements regularly through non-monetary and monetary rewards; involve employees in developing reward criteria to enhance engagement and acceptance.

Strengthening the overall HRM System

Empower supervisors and managers to take active roles in recruitment, evaluation, and training. Foster a culture of transparency, accountability, and continuous improvement in HR functions. Regularly review and revise HR policies to adapt to organizational changes and workforce needs. Implementing these recommendations will help the Ethiopian Broadcasting Corporation establish a more effective and strategic HRM system. This, in turn, will enhance employee performance, increase motivation, and support the organization in achieving its broader institutional goals.

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Research Instrument

Appendix 1:

Dear respondent,

The present study is **the Assessment of Human Resource Management Practices and Challenges in Ethiopian Broadcasting Corporation**. Below various statements related to HRM practices are listed. Please express how far these practices are prevailing in EBC by indicating your level of agreement/disagreement on a five point scale (Where SA= Strongly Agree, A=Agree, UD=Undecided, D= Disagree, SD=Strongly Disagree). You have been selected to be one of the respondents in this study. The information provided by you will be used only for research (MA) purpose. Please spare a few minutes from your valuable schedule and share your true feelings. The information provided will be treated with strict confidentiality and shall not be used for any other purpose except for academic purposes. Thank you very much for your cooperation.

PART I

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

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

Thank you!

Dereje Dadi

PART II

Humana Resource Management Practices

Section A:- Recruitment and Selection

No.	Questioners	SA	A	UN	D	SD
1.	Recruitment and selection of employees is based on human resource management plan and properly established job descriptions of a position of the corporation					
2.	Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment and selection.					
3.	Selection of a candidate in the corporation is strictly based on merit system					
4.	For vacancies first chance is given to internal recruitment with promotion or/and transfer of employees					
5.	Job advertisement is used by the corporation to recruit employees					

Section B:- Performance Management

No.	Questionnaires	SA	A	UN	D	SD
1.	In the corporation there is a well-planned performance management system and policy to evaluate employees					
2.	Every Performance evaluation mechanism take place based on each employee agreement					
3.	The corporation evaluates employees' performance continuously at a regular interval.					
4.	Based on performance evaluation the corporation give regularly proper feedback on how employees performing					
5.	The performance management system of the corporation is fair and objective.					

Section C:- Training and development

No	Questionnaires	SA	A	UN	D	SD
1.	In the corporation training and development needs are identified periodically and selection is based on training programs that suit employees' job needs most					
2.	The training and development programs are designed to fill employees' performance gaps based on a proper need assessment					
3.	In the corporation every training and development is evaluated by participants					
4.	In the corporation job training carries out for every new employee to give them appropriate knowledge					
5.	Training and development integrated with performance management system					

Section D:- Reward Management

No	Questionnaires	SA	A	UN	D	SD
1.	The corporation has a fair reward management system policy					
2.	The corporation has consistent reward management plan					
3.	The corporation has incentive mechanism which is motivating					
4.	The corporation recognize individual employee contribution with his/her best performance					
5.	Reward management system plan is linked with performance management system					

Section E:- Open-ended questions:

Read and write what you have about the following points.

What are the major problems and challenges facing the effective implementation of:-

a) Recruitment and Selection process in the corporation

b) Performance management systems in the corporation

c) Training and development programs in the corporation

d) Reward management mechanisms in the corporation

e) What are major challenges you experienced concerning human resource management in the corporation? What solution do you suggest to improve these challenges?

Appendix 2

Interview guide questions

1. How could you describe HRM practices in EBC?
2. Does EBC use the HRM practices properly?
3. Do you think that there is strong human resource management system in EBC? If not please state your opinion.
4. What are major challenges you experienced concerning human resource management in EBC? Your opinions on how to improve it?

አባሪ 1

አዲስ አበባ ዩኒቨርሲቲ የድህረ ምረቃ ትምህርት መርሐግብር

የሰው ኃብት ስራ አመራር የትምህርት ክፍል

በመላሾች የሚሞላ መጠይቅ

ውድ መላሾች:-የዚህ መጠይቅ ዋና ዓላማ በኢትዮጵያ ብሮድካስቲንግ ኮርፖሬሽን/ኢብኮ/ የሰው ኃብት ስራ አመራር /አስተዳደር/ ተግባራት አተገባበርና እና ተግዳሮቶች ላይ ጥናት ለማድረግ ነው። ከሰው ኃብት ስራ አመራር አሠራር ጋር የተያያዙ ለጥናቱ የተለያዩ ጉዳዮች ከዚህ በታች ተዘርዝረዋል። እባኩትን እነዚህ ጉዳዮች በEBC/ኢብኮ/ ውስጥ ምን ያህል እየተተገበሩ እንዳሉ ያለው ልምዶችና እያገጠሙ ያሉ ተግዳሮቶችን ይግለጹ። የስምምነትዎን ደረጃ በአምስት ነጥብ መለኪያ (ማለትም SA= በጣም እስማማለሁ፣ A=እስማማለሁ, UD=ለመወሰን እቸገራለሁ, D=አልስማማም፣ SD=በጣም አልስማማም) በማለት ይመልሱ። ለዚህ ጥናት ከተጠያቂዎች አንዱ ለመሆን የተመረጡ በመሆኑ ለቀረቡት ጥያቄዎች የምትሰጡት ምላሽ ሁሉ ምስጢራዊነቱ ተጠብቆ ለትምህርት ጥናት ጉዳይ ብቻ የሚውል ነው። እባክዎን ከውድ ጊዜዎ ጥቂት ደቂቃዎችን ቆጥበው ትክክለኛ ምርጫዎን በተቀመጠው ቦታ ላይ ✓ በማድረግ በምልክት ያሳዩ።

ስለ ትብብርዎ በጣም አመሰግናለሁ።

ክፍል አንድ፡

የመላሾች የግል መረጃን በተመለከተ

1. የመላሽ ጾታ፡ ወንድ ሴት
2. የትምህርት ደረጃ፡ ከዲፕሎማ በታች ዲፕሎማ የመጀመሪያ ዲግሪ ሁለተኛ ዲግሪ እና ከዚያ በላይ
3. ምላሽ ሰጪዎች ዕድሜ፡ ከ20 በታች 20-29 30-39 40-49 ከ50 በላይ
4. በዚህ መስሪያ ቤት ብቻ የስራ ቆይታ /በአመት/ ከ1 አመት በታች 1-5 አመት ከ6-10 አመት ከ11-20 አመት ከ20 አመት በላይ
- 5 የጋብቻ ሁኔታ፡ ያላገባ ያገባ
- 6 የክፍል/ዘርፍ፡-የኤዲቶሪያል ሚዲያ ቴክኖሎጂ ደጋፊ ሰራተኞች
- 7 የስራ መደብ ደረጃ፡- የኤክስፐርት ቡድን መሪ ዲፓርትመንት ኃላፊ ዲቪዥን ኃላፊ እና ከዚያ በላይ

አመሰግናለሁ! ደረጃ ዳዲ

ክፍል ሁለት፡-

ሀ. ምልመላ እና መረጣ

ተ.ቁ.	መጠይቆች	SA	A	UN	D	SD
1.	የሰራተኞች ምልመላና መረጣ በተመለከተ የኮርፖሬሽኑን የሰው ሃይል አስተዳደር እቅድ እና ለሰራ መደቦች በተቀመጡ የሰራ መዘርዘሮች ላይ የተመሠረተ ነው					
2.	በቅጥር ወቅት ለአዲስ ተቀጣሪዎች ስለ ድርጅቱና ስለምርጫው ሁኔታ በቂ እና ጠቃሚ መረጃ ይሰጣል					
3.	በኮርፖሬሽኑ ውስጥ የእጩዎች ምልመላና መረጣ ጥብቅ የሚሪት አሠራር ስርዓት ላይ የተመሰረተ ነው					
4.	ክፍት የሰራ መደቦች የመጀመሪያ ዕድል ለውስጥ ሠራተኞች በዝውውርና/ወይም በደረጃ እድገት ይሰጣል					
5.	ኮርፖሬሽኑ ሰራተኞችን ለመቅጠር ግልጽ የሰራ ማስታወቂያ ይጠቅማል					

ለ. የሰራ አፈጻጸም ስርዓት አስተዳደር

ተ.ቁ.	መጠይቆች	SA	A	UN	D	SD
1.	በኮርፖሬሽኑ ውስጥ ሰራተኞችን በደንብ ለመገምገም የሚያስችል የታቀደ የሰራ አፈጻጸም ስርዓት እና የአፈጻጸም መመሪያ አለ					
2.	እያንዳንዱ የሰራ አፈጻጸም ግምገማ የሚከናወነው በእያንዳንዱ ሰራተኛ ስምምነት ላይ ተመሠረተ ነው					
3.	ኮርፖሬሽኑ የሰራተኞችን የሰራ አፈጻጸም በየጊዜው በወቅቱ ይገመግማል					
4.	ለኮርፖሬሽኑ ሰራተኞች በመደበኛነት በሰራ አፈጻጸም ግምገማ/ምዘና ላይ የተመሠረተ ተገቢው ግብረ-መልስ ይሰጣል					
5.	የኮርፖሬሽኑ የሰራ አፈጻጸም ምዘና ስርዓት ፍትሃዊ እና ተጨባጭ ነው					

ሐ. ስልጠና እና ትምህርት

ተ.ቁ.	መጠይቆች	SA	A	UN	D	SD
1.	በኮርፖሬሽኑ ውስጥ የሥልጠናና ትምህርት አሰጣጥ በየጊዜው ፍላጎቶች ተለይተው የሚሰጥና ምርጫው ለሥራ ከሚያስፈልጉት የሥልጠና ፕሮግራሞች ጋር የተያያዘ ስለመሆኑ					
2.	የስልጠና መርሃ ግብሮቹ በተገቢው የፍላጎት ግምገማ ላይ በመመስረት የሰራተኞችን የአፈጻጸም ክፍተቶች ለመሙላት የተነደፉ ናቸው					
3.	በኮርፖሬሽኑ ውስጥ እያንዳንዱ ስልጠና በተሳታፊዎች ይገመገማል					
4.	በኮርፖሬሽኑ ለእያንዳንዱ አዲስ ተቀጣሪ ሰራተኛው ተገቢውን እውቀት እንዲያገኝ ስልጠና ይሰጣል፤					
5.	የሚሠጡ ስልጠናዎች እና ትምህርቶች ከሰራ አፈጻጸም ምዘና ስርዓት ጋር የተዋሃዱ/የተያያዙ ናቸው					

መ. የዕውቅናና የሽልማት አሰጣጥ ስርዓት

ተ.ቁ.	መጠይቆች	SA	A	UN	D	SD
1.	ኮርፖሬሽን ውስጥ በደንብ የተዘጋጀ ፍትሃዊ የሽልማትና ዕውቅና አሰጣጥ ስርዓት መመሪያ አለው					
2.	ኮርፖሬሽን ወጥና ቀጣይነት ያለው የእውቅናና ሽልማት እቅድ አለው					
3.	ኮርፖሬሽን የእውቅናና ሽልማት የሠራተኛን የበለጠ ስራ የሚያነሳሳ ነው					
4.	ኮርፖሬሽን የእውቅናና ሽልማት የሚሰጠው በሰራተኞች አስተዋፅዖ መጠንና በምርጥ አፈፃፀም ልዩታ መሠረት ነው					
5.	የዕውቅናና ሽልማት ስርዓት ከስራ አፈፃፀም እቅድ ጋር የተያያዘ/ተቆራኘ ነው					

ሠ:- ክፍት የሆኑ ጥያቄዎች:- የሚከተሉት ጉዳዮችን በተቋሙ ስለ አፈፃፀማቸውና በትግበራ ወቅት የሚያጋጥሙ ዋና ዋና ችግሮች እና ተግዳሮቶች ምን ምን እንደሆኑ ያለዎትን ሃሳብ ይጻፉ።

ሀ) በኮርፖሬሽን ውስጥ ምልመላ እና መረጣ -----

ለ) በኮርፖሬሽን ውስጥ የስራ አፈፃፀም ስርዓት -----

ሐ) በኮርፖሬሽን ውስጥ የስልጠና እና የትምህርት ፕሮግራሞች -----

መ) በኮርፖሬሽን ውስጥ የእውቅናና ሽልማት ስርዓት -----

አባሪ 2

የቃለ መጠይቅ መሪ ጥያቄዎች

1. በEBC/ኢብኮ/ ውስጥ የሰው ሀብት አስተዳደር ልምዶችን እንዴት መግለጽ ይችላሉ?
2. የኢ.ቢ.ሲ/ኢብኮ/ የሰው ሀብት አስተዳደር ልምዶችን በትክክል ይጠቀማል?
3. በEBC/ኢብኮ/ ውስጥ ጠንካራ የሰው ኃይል አስተዳደር ሥርዓት አለ ብለው ያስባሉ?
ካልሆነ እባክዎን አስተያየትዎን ይግለጹ።
4. በEBC/ኢብኮ/ ውስጥ የሰው ኃይል አያያዝን በተመለከተ ያጋጠሙዎት ዋና ዋና ፈተናዎች ምንድን ናቸው? እንዴት ማሻሻል እንደሚቻል የእርስዎ አስተያየት?