



**Practices and Challenges of Human Resource Management
in Major General Muluget Buli Technical College**

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**PRACTICES AND CHALLENGES OF HUMAN RESOURCES
MANAGEMENT IN MAJOR GENERAL MULUGETA BULI TECHNICAL
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Certification

This is to certify that the thesis prepared by Getachew Eshetu, entitled: Practice and Challenges of Human Resources Management in selected Military Higher Education of Ethiopian National Defense Force in Major General Mulugeta Buli Technical College at Holeta Genet, submitted in Partial fulfillment for the Degree of Masters of Arts (Educational Leadership and Management) complies with the regulations of the University and meets the expected standard with respect to originality and quality.

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Declaration

I, Getachew Eshetu hereby declare that the thesis entitled “ Practice and Challenge of Human Resource Development in Major General Mulugeta Buli Technical College in Ethiopian National Defense Force ” submitted by me for the award in Master of Arts in Educational Leadership and Management at Addis Abeba University is my original work and it has not been presented for the award of any degree, diploma , fellowship or other similar titles of any other university or institution and that all sources of materials used for this thesis have been dully acknowledged.

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This thesis has been submitted for examination with my approval as a University adviser.

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List of Acronyms and Abbreviation

DUC	Defense University College
FDRE	Federal Democratic Republic of Ethiopia
HR	Human Resource
HRM	Human Resource Management
KSA	Knowledge skill Attitude
MGBBTC	Major General Mulugeta Buli Technical College
MoE	Ministry of Education
MoND	Ministry National Defense Force
PWC	Price water house Coopers
SPSS	Statically Package Software System
TMD	Training Main Department
TQM	Total Quality Management
WFPM	World Federation of Personnel Management Associations

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ABSTRACT

This study is on the Human Resources Management Practices and challenges in Major General Mulugeta Buli Technical Collage in MoND. The main objective of the study was to asses the practices and challenges of Human resource management by the college. The study falls in to two parts: the preamble and the main text. The preamble contains the abstract , acknowledgements, table of contents, and list of abbreviations. The main text consists of five chapters: Chapter one covers the General Introduction and consists of an introduction, background to the study, statement of the problem, objectives of the study, research questions, significance, scope and limitations and definition of terms. Chapter two covers the literature review drawn from international and local literally works. The chapter covers sub-sections on the HRM functions in college and the challenges that managers face and the theoretical work. A list of references made is appended after the end page. Chapter three is the research methodology, covering research design, study population, sample and sampling procedures, data collection procedures research instruments, data type, source, instruments and data collection and analysis methods. Chapter four has presented how data was analyzed and presented in tables .practices and challenges facing employees and managers were analyzed... Chapter five is a wrap up to the study and gives the summary, conclusion and recommendations both for policy makers and for research. The main conclusion made here is that employees generally demotivated due to lack of transparency o management appraisal process and the issue of leadership development . The study therefore, recommends that the management of college should devise ways of consistently motivating employees by using proper performance appraisal system and giving training for leadership development, on the basis of proposed guidelines. The report ends with some appendices on the questionnaires for the employees and interview questions for managers.

CHAPTER ONE

INTRODUCTION

This chapter presents an overview of empirical justifications about human resource management. It starts from different empirical frameworks which serve as the background of the study followed by the statement of the problem, research questions, objectives, significances, scope, limitations, and organization of the study.

1.1. Background of the Study

According to Haslinda (2009a), human resource organizations have greatest assets because without it everyday activities such as managing public service, communication and dealing with customers could not be completed. This shows that the employees and the potential they possess are key drivers of the organizations success. Moreover noted by Haslinda (2009b), in order to maximize organizational effectiveness and to ensure the employees potential, capabilities and talents must be developed and updated.

Human resource (HR) can be the most important resource to affect production performance in organizations (Stone, 2008). The study of how to manage employees is extremely important for organizations in sustaining their competitive advantage in today's business environment. Thus, human resource management (HRM) plays a very significant role in influencing employees behavior within organizations (Cowham, 2008).

HRM is a techniques which is used to develop and enhance workers motivations, productivity and performance. According to Peng (2007), HRM clearly indicated that peoples are key resources of the firm to be actively managed and developed. in last two decades since late eighties HRM has becomes even more important and often sports the world to make it strategic from lowly administrative function. Human resource management has now increasingly been recognized as a strategic function that together with other crucial functions that help organizational effectiveness and performance.

Human Resource Management ensures that human talent is used effectively and efficiently to accomplish organizational goals. All over the world now, Human Resource management is being affected in all aspects by two major forces; changing workforce demographics and globalization, and, higher education institutions are not being excluded. It is thus becoming more crucial for human resources to understand these issues and strategize in order to contribute directly to organizational strategies. Effective human resource management of any institution should embrace new recruitment/hiring techniques, talent management strategies, compensation and benefits practices, equal employment opportunity policies, health, safety and security programs, employee and labor unions and human resource information systems. Time has shown that human resources managed through these broad practices can make practical difference in terms of three organizational outcomes productivity, quality of work life and profit.

Higher education institutions all over the world have been and continue to be the depository of intellectual knowledge and skills. Many Universities have business departments where they imbue human resource administrative and management skills into students who graduate and become successful in managing corporations, firms and small scale enterprises. However, most of these universities who churn out such great achievers are in themselves unable to manage their human resources effectively.

The 1995 FDRE constitution, Article 87/3 clearly defined the mission of armed forces in such a manner that “The armed forces shall protect the sovereignty of the country and carry out any responsibilities as may be assigned to them under any state of emergency declared in accordance with the Constitution

The establishment of FDRE Defense Force proclamation number 27/1996 article 6 number 2 affirmed saying “Any membership of the defense force who is in active duty shall be trained to develop his/her skill and knowledge in accordance with the individual competences and organizational interest” (Federal Negarit Gazeta: 146).

Based on the above to realize the FDRE defense forces mission, the rapid technological development, the need for security and the change in way of fighting initiated the researcher to analyze the MoND HR strategies and programs designed. In such a way human resource management are aligned with organizational mission, vision and objectives. In the ministry of

national defense, HRM is considered crucial to make considerable contribution to the creation of knowledgeable and skillful military employees so as to widen the mission of the ministry. Though creating favorable condition for human resource management is important to the institution. Development studies are not conducted in the study areas whether the military higher intuitions lack HRM or not is the motivation for the researcher to conduct this research paper . Therefore, the purpose of this study is to assess HRM practices and challenges in the MoND with reference to MGBBTC.

1.2. Statement of the Problem

HRM is a pattern of planned HR development and activities which affect the behavior of individuals with the intention of enabling organizations to achieve their goals (Wood, Holman & Stride, 2006). All HR activities are dependent upon the managers efforts to formulate and implement the organizational strategy (Wei & Lau, 2005). Human resource management refers to the policies, practices, and systems in organizations for recruiting and developing their employees as well as influencing their behavior, attitudes, and performance to achieve the organizations goals (Stone, 2008). Human resource management competency contains an organization's ability to recruit, train and develop, maintain and utilize prospect-oriented employees with their capacities in a way that they comply with their organization's goals (Zaugg & Thom, 2003).

According to Wilkinson & Holden (2001) point out “The now extensive literature on human resource management differentiates between human resource management and human resource strategy, although the former would suggest the day-to-day implementation of policy while the latter is a long-term perspective”. HRM, as a long-term strategy plays an important role in creating and developing an organization's competitive advantage in the corporate world. Adding value is another interest in HRM, as employees add value to their organizations with performance improvement. Richard & Johnson(2001) state that in order to improve effectiveness and efficiency HR managers must concern themselves with activities that affect the rank and file in their organizations.

HRM is a unique and important concept to develop superior people practices in organizations. The main research question deals with different HRM practices and the important role of HRM in the higher educational organizations. The role of HRM effectiveness creates a sustained competitive advantage in promoting an organization's overall performance (Richard & Johnson, 2001). Effective human resource management can identify each employee's knowledge, skills, and attitudes (KSAs), that motivates employees to use their KSAs and place them in appropriate positions in order to achieve the organization's effectiveness and efficiency (Lajara, Lillo & Sempere, 2003).

Having referred to several researchers' and authors' views on what HRM actually is, the researcher can therefore say that human resource management is an essential implement to link different people in the same organization to use their various capabilities for achieving the organization's goals. HRM is not understood as only working for managers or employees. Rather, it is a managerial function for creating the organization's competitive advantage by developing people's which in turn benefits the organization.

In Ethiopia, institutionalized military training centers have been established with the view of promoting professional trainings in different military fields. This implies that a lot of efforts have been made by the government in general and the MoND in particular to maximize the capacities of top, middle and line managers. Thus why, it is used to solve a number of existed problems that continuously observed in the practice of HRM. Without personnel development, it is impossible to raise about institutional development. Therefore, arranging educational program and facilitating, continues training to the employees could have their own share to mitigate an existed gap.

To this effect, MoND established many higher training and education centers, in which deliver training at diploma, first degree and second degree level under the TMD and DUC. All are aimed at producing competent military officers in their respective fields of study. MGMBTC is one of the higher institutions established by MoND.

The FDRE Defense Forces have rich experiences in leading massive and conventional forces to win 'war'. However, these experiences may not be applicable when we directly implement to Higher Training Institution. Although, the Federal Democratic Republic of Ethiopia's Ministry

of National Defense has an immense Higher Training Institutions, the strategy of HRM of this training institution don't apply the proper way of human resource management practice . Thus, the researcher initiate such study in practices and challenges of human resource management in Major General Mulugeta Buli Technical college with the context of HRM practices and concepts to seek solution on the practices of human resource management. The research attempted to address the following basic questions

- To what extent the human resource management practices are implemented ?
 - What are the value of employees on function of HRM.
 - To what extent is HR strategy formulated and integrated with the organizational goal
 - What are the major challenges of human resource management practices that need to be overcome?
- 1.3.Objective of the Study

1.3.1. General Objective

The overall objective of the study was to assess the existing human resource management practices and challenges prevailing in the selected higher educational institutions in Ministry of National Defense Force of Ethiopia.

1.3.2.Specific Objectives

The specific objectives of the study include:

- To assess how HRM practices are organized and structured
- To assess the value of employees on the function of HRM
- To assess how HR strategies formulated and integrated with organizational goal
- To explore/identify the challenges of HRM faced by the college.

1.4. Significance of the Study

On the best of the researcher's knowledge and from pilot study no study has been undertaken on the issue of HRM in higher education's governed by MoND. Therefore, A study on human resource management practices and challenges is one important aspect of development research. Thus, the importance of this research can be pointed out from different beneficiaries view:

The primary importance of the study will assist the MoND policy formulating bodies and decision makers to give due emphasis to HRM and devise different mechanisms in order to scale up and continuously upgrade the employees expertise to improve organizations performance.

The study areas will use as a guideline to address problems and improve their understanding in the practices of HRM and other organizations which have similar problems can also extrapolate its findings.

Finally, it will be served as a reference for further researchers for those who have an interest in relation to this area and it helps the researcher to acquire knowledge and skills. There are limited literatures on the topic of the study. Hence, the study can serve as a springboard for other researchers who want to undertake studies in HRM in MoND.

1.5. Scope of the Study

The scope of the study is delimited to assess human resource management practices and challenges. It was limited to one higher educational institution in MoND in Major General Mulugeta Buli Technical College .Hence, the conclusion will reflect the situation in MoND at Major General Muligeta buli Technical The study focused on HRM practices recruitment and selection, training and development, performance management ,leadership development ,team work, and compensation and reward system. Because these functions have important aspects such that the impact of HRM is best reflected in these four main drivers as a change engine. As such, these human resource activities have an important role compared to other HR activities. Hence, major focus is given to these selected management practices.

1.6. Limitation of the Study

The study was specifically focused on assessing the practices and challenges of HRM in one higher educational institution . Regardless of the fact that the researcher tried to do all the best to maximize its result the study is subjected to some limitations because of its scope. As it was focused on single educational institutions it is difficult to conclude about the practices and

challenges of HRM in other educational institutions in MoND. Thus, the findings of the study were limited to that areas and conclusions and recommendations are. Since this study employed cross sectional survey design, it did not check the situation through longitudinal survey. It may also have methodological limitations..

1.7.Operational Definitions of Key Terms

The following definitions of terms used in this study are adapted from related literatures and modified to suit the study.

Human Resource: refers to the talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization's mission and vision.

Challenges: For this study challenges are obstacles or impediments that hinder effectiveness of human resource development practices in the selected sector bureaus

Human resource Management:- refers to the process of hiring and developing employees so that they becomes valuable to the organization.

1.8.Organization of the Study

The study is organized in to five sections. The first chapter introduces background of the study. In the second chapter, different related literatures are presented to create depth understanding towards the subject under study. Chapter three is concerned with the methodological part of the study. The analysis and discussions of major findings are indicated in the fourth chapter. In the fifth chapter conclusions and recommendations of the study are made. Lastly, the references and appendices sections are attached.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

In the previous chapter, a brief overview of the components in the research was given. The purpose of this chapter is to present an understandable explanation of human resource concepts from various sources to support the research theoretically. The relevant HRM concepts can explain benefits of undertaking effective HRM practices in organizations. The chapter gives an overview of HRM theories to indicate the importance of HRM in managing people in any organization. HR practices are explained in order to make a clear distinction of elements which play main roles in HRM. The HRM process including HRM formulation, HRM implementation, and HRM evaluation/auditing/monitoring is discussed to present a logical frame work for HRM, and explains how HRM practices and issues influencing HRM.

2.1.Human Resource Concepts

HRM is an American concept. Employees are resources in organizations, and as such they need to be trained and developed properly in order to achieve an organization's goals and expectations (Brewster, 2007). The initial development of the human resource management concept is based on the effective utilization of people, and to treat them as resources leading to the realization of business strategies and organizational objectives (Zhu, Warner & Rowley). Human resource management contributes to create high performance work systems by linking various employees in different departments in the same organization (Brewster, 2007). Organizations use the effectual HRM system to increase their competitiveness by investing in employee development (Sutiyono,2007).

HRM is a pattern of planned HR development and activities which affect the behavior of individuals with the intention of enabling organizations to achieve their goals (Wood, Holman & Stride, 2006). All HR activities are dependent upon the managers' efforts to formulate and implement the organizational strategy (Wei & Lau, 2005). Human resource management refers to the policies, practices, and systems in organizations for recruiting and developing their employees, as well as influencing their behavior, attitudes, and performance to achieve the

organizations' goals (Stone, 2008). Human resource management competency contains an organization's ability to recruit, train and develop, maintain and utilize prospect-oriented employees with their capacities in a way that they comply with their organization's goals (Zaugg & Thom, 2003).

Wilkinson & Holden (2001) point out “The now extensive literature on human resource management rarely differentiates between human resource management and human resource strategy, although the former would suggest the day-to-day implementation of policy while the latter is a long-term perspective”. human resource management , as a long-term strategy, plays an important role in creating and developing an organization's competitive advantage in the corporate world. Adding value is another interest in human resource management , as employees add value to their organizations with performance improvement. Richard & Johnson (2001) state that in order to improve effectiveness and efficiency HR managers must concern themselves with activities that affect the rank and file in their organizations.

Human resource management is a unique and important concept to develop superior people practices in organizations. The main research question deals with different human resource management practices and challenges of human resource management in the higher educational institutions The role of human resource management effectiveness creates a sustained competitive advantage in promoting an organization's overall performance (Richard & Johnson, 2001). Effective human resource management can identify each employee's knowledge, skills, and attitudes (KSAs), that motivates employees to use their KSAs, and place them in appropriate positions in order to achieve the organization's effectiveness and efficiency (Lajara, Lillo & Sempere, 2003).

Having referred to several researchers and authors views on what human resource management actually is, the researcher can therefore say that human resource management is an essential implement to link different people in the same organization to use their various capabilities for achieving the organization's goals. Human resource management is not understood as only working for managers or employees. Rather, it is a managerial function for creating the organization's competitive advantage by developing people's KSAs, which in turn benefits the organization.

Many authors explain as human resource management knowledge and function. Keegan & Boselie (2006) argue that human resource management is a social construction, and it works as a form of social action in structuring employment relations. From that standpoint, people can understand that human resource management plays a social role in managing relationships between employers and employees in their organization. Some people are confused about the understanding of talent management, personnel management, and human resource management . In developing their human resource management practices, some Chinese locally owned organizations face and experience the transition from personnel management to human resource management (Zhao, 2008).

These three types of management functions are very different theoretically and practically. Talent management focuses on managing people in strategic roles in their organization, and it is the integrated and systematic process of engaging employees with potential competency (Kock & Burke, 2008). One of the sub-questions requires the respondents to give their views on the implementation of their human resource management practices.

Personnel management is the discipline of hiring and developing employees, and it is performance-related. Personnel management is defined as a ‘hard’ management function, in which employees are managed under organizational rules and procedures (Nishii, Lepak & Schneider, 2008). Personnel management has been renewed to human resource management , which is to manage and develop employees as valuable resources. human resource management believes that people drive an organization's success (Chien, 2004). human resource management conducts both ‘hard’ (policies) and ‘soft’ (motivation) management functions to manage employees and help them to achieve their organization's expectation as well as work-life balance (Nishii et al., 2008).

2.2. Human Resource Practices

Employees have expectations regarding HR functions, including recruitment, selection, training and development, motivation, and termination in their organization, and the role of HRM has an important effect on HR practices .(Antila & Kakkonen, 2008).

2.2.1. Recruitment

Recruitment is defined as a process that seeks and obtains potential job applicants in sufficient numbers and quality in order to fulfill the available work positions, as well as meeting the organization's requirements and expectations (Shen & Edwards,2004). Recruitment is highly dependent on job analysis to identify the organization's needs, and recruitment is also linked to organizational strategy through human resource management planning (Macky & Johnson, 2003). Recruitment policy is very important to organizations, and it reflects an organizations' general strategy (Nel, Werner, Haasbroek, Poisat, Sono & Schultz, 2008). There are internal and external factors that influence recruitment. Government or trade union restrictions and labor markets are defined as mainly external factors influencing the development of recruitment policy; internal factors such as organizational policy and an organization's image can indicate the recruitment effort (Nel et al., 2008).

Recruitment methods are various from both internal and external aspects. In the internal aspect, current employees are allowed to apply for their desired jobs within their organization; referrals among current employees are also used as internal recruitment (Nel et al., 2008). External recruitment methods include advertisements, employment agencies/consultants, school recruitment, and electronic/Internet recruitment (Macky & Johnson, 2008). Internet recruitment is very common nowadays, and most organizations create 'online careers' for attracting applicants to post their applications online. Online recruitment brings more convenience for applicants as well as saving costs.

2.2.2. Selection

As a professional HR manager, it is vital to have the competency and ability to select appropriate employees and place them in suitable work positions (Marques, 2007). Selection is an important element in HR functions, because the selected employees have close relationships and connection with the organization's development. Selection is the process of gaining information for the purpose that decides who should be employed in particular work positions (Shen & Edwards, 2004).

There are some factors that influence employee selection. Internally, these include the organization's size and type, applicant pool, and selection methods to decide the requirements and outcome of employee selection. Interviews including unstructured interviews and structured

interviews, are key methods in employee selection. Interviews can give a much better picture of the candidates than reading their applications from paper (Macky & Johnson, 2003).

2.2.3. Training and Development

Training and development is defined as activities within organizations, and managers have limited control over these activities. Training and development as a learning opportunity provides employees with an in-depth understanding of their organization's value and performance standard (Antonacopoulou, 2000). General training is understood by its applicability to most employers, and specific training is understood as the attainment of KSAs valuable to one employer (Garavan, 1997). As supported by the literature, training and development is an essential function in human resource management ; and it plays a key role in giving employees an opportunity to improve their performance, and to gather more understanding of their organization's expectations and future directions. The literature leads to the sub-question requesting information from the respondents regarding HRM practices such as training and development.

Investing in employee training and development can enhance an organization's specific knowledge, especially in developing employees' KSAs in their professional area (Birdi, Clegg, Patterson, Robinson, Stride, Wall & Wood, 2008). It would not be easy to have fully capable and developed employees in organizations; however organizations can provide opportunities through effective training and development systems or programme to improve their employees' capability (Cunningham, 2007). The importance of training and development is to recognize an organization's skill gaps; the gaps are between the skills which existing employees have and the skills which their organizations require them to learn or improve (Holland & Cieri, 2006). Training and development helps the organization's management meet its HR needs and requirements as well as improving their market value (Nel et al., 2008).

Training and development in personnel control can be utilized to adjust antecedent conditions of performance including KSAs, and employee values and motives (Teo, Lakhani, Vrown & Malmi, 2008). Training and development is a way to add value to employees who are trained and developed, and it also adds value and creates a competitive advantage to their organizations

(Burke & Hsieh, 2005). The purpose of training and development is to have the competency which relates to the cluster of KSAs that are associated with an organization's effective performance, and can be evaluated and improved through training and development (Berge, Verneil, Berge, Davis & Smith, 2002).

2.2.4. Motivation

From a psychological perspective, motivation is defined as an independent and a dependent factor; as an independent factor, motivation is a process administering people's choosing from alternative forms of their voluntary activities; as a dependent factor, motivation plays a role of stimulating people's behavior and encouraging their intention to behave (Kooij, Lange, Jansen & Dijkers, 2008). In the human resource management concept, motivation is one of the most important functions. Employee motivation is the way to make employees understand their organization's special goals and requirements of achieving the goals, and employee motivation is also the way to give an opportunity to employees to recognize their capability (Nel et al., 2008).

It is imprudent for managers not to recognize changes in employee performance and attitudes. Employees need to be recognized and motivated in order to develop their potential to continue more effectiveness (Christie & Kleiner, 2000). Creating benefits for employees is a relevant way to motivate them in order to achieve better performance. From a HR point of view, money incentives are not the only way to benefit employees (Birdi et al., 2008). Employee motivation is also importantly related to customer satisfaction as the motivated employees will present high quality production or service in order to satisfy their customers for achieving their organization's goals (Teo, Ling & Ong, 2005).

2.2.5. Termination

Christie & Kleiner (2008) state that while terminating an employee is unpleasant, the outcome of termination may have a positive influence. When managers want to terminate their employees rightfully, they must have a comprehensive understanding of employment law, as well as criteria for specially protected workers such as consideration of people's race, gender, or religion (Kleiner, 2003). Termination is a sensitive element for organizations, and it can build relationship stress in the work place. HR professionals must have the ability to reduce

employees' stress about termination, and give them an accurate understanding of the organization's discipline and termination procedure (Holmlund-Ryttonen & Strandvik, 2005).

2.2.6. Performance Management

Lawler and Mc Demott (2003) suggested that it is very difficult to manage human capital without a system that measures performance capability. Companies need a performance management system that can identify the capabilities of its human capital so that they can effectively staff projects, implement strategies initiative and manage development of their work force. Measures of performance are also required to deal with variety of approaches to performance management. These choices continuous to increase because of availability of 360-degree appraisal tools and the growing use of the web to enable firms to do more integrated and comprehensive human capital management system. The system is used in decision regarding performance based pay-employee development and training and development efforts of the organization. Moreover the performance information received from system is used by organization to correct performance to correct performance problems and assess the effectiveness of their improvement efforts.

2.2.7. Compensation and Reward

compensation system are designed to attract , retain and motivate employees while complying with all legal rule and regulations. Compensation refers not only to extrinsic rewards such as salary and benefits but also to intrinsic rewards such as achieving personal goals. autonomy and more challenging job opportunities (Carrell et al ..1995).Job evaluation is used to evaluate jobs systematically and to assign them to pay grades. Standard method of evaluation include ranking, classification, point and factor compensation. Pay system are usually designed to compensate people work they produce, the skill they learn and use or the time they spend. Individual employee. team- based and organizational wide system such as profit sharing and gain sharing are replacing automatic pay increases to relate pay to performance. Executive compensation systems normally includes four components salary, bonus, long term intensive and profit.

According to Noe et al.(2003),wages, bonuses and other types of pay have an important influence on an employee's standard of living. This carries at least two important implication. First pay can be a powerful motivator. An effective pay strategy can substantially promote an organization success: conversely ,a poorly conceived pay strategy cn have detrimental effects.

Second, the important of pay means that employees care a great deal about the fairness of the pay process. A recurring theme is that pay programs must be explained and administered in such a way the employees understand their understanding rational and believe it is fair.

organizational reward system has a significant impact on the level of employee's job satisfaction. Job satisfaction is an employee's general attitude about the job. The major components of job satisfaction are -attitude toward the work group; general working conditions; attitude toward the company; monetary benefits; and attitude toward supervision. Health, age, level of aspiration, social status, and political and social activities are other factors that contribute to job satisfaction (Byars & Rue,1994).

2.2.8. Employ Relation

The scope of employee relations covers, institutional relations ,employee safty, health, employment security, working condition and assistance with non-work problems. Government law regulates employee safety. Apart from fulfilling the obligations spelled out under law, employee's organized safety awareness programs to stress upon the the organizations commitment to safety. The components of program are hazard identification, communication and education to those t risk and reinforcement of safe practices. Employee health is taken care by employee assistance programs and employee wellness programs. Disciplinary procedures ,compressed workweek, flexi time, job sharing and part-time work fall under the gamut of employment security and working conditions. To help the employees to manage their work and private life both, companies have started family friendly policies, which include childcare, elder care and family leave policy. The purpose of all these programs is to ensure the workforce's economy and psychological well being These programs help in enhancing productivity ,reducing turnover and making the organization more competitive. Therefore, employee relations are meant to cultivate a sense of belonging to and oneness with the organization.

2.3. Human Resource Process

In this section , the HRM process is discussed in three stages human resource management formulation, HRM implementation, and HRM evaluation/auditing/monitoring. The human resource management process becomes strategic in influencing organizational decision making.

Utilizing human resource management practices and policy will determine the formulation and implementation of the human resource management process, and the control perspective is also defined by human resource management practices in order to regulate employees' behavior within organizations as well as avoiding internal conflicts (Andolsek & Stebe, 2005).

2.3.1. HRM Formulation

The design of human resource management human resource management policy is an initially important step to develop HRM process in organizations. To design an effective human resource management policy, human resource management needs to create the conditions which authorize the utilization of human capital. human resource management should integrate the designed policy with the organization's business strategy, and that is the way to align human resource management policy and the organization's goal coherently (Heijltjes, 2000). HRM policy can be the central role in setting business performance in organizations, and it is an important stage in formulating an effective human resource management system for employees to comply with and operate by in order to complete their tasks in the appropriate way (Chandrakumara & Sparrow, 2004).

Another sub-question requires the respondents' views on HR strategy in formulating an effective HRM process. Literature supports this in saying that by emphasizing the importance of formulating human resource management effectively in organizations. According to Godard (2009), there are four different types of HRM practices: traditional human resource management practices, new human resource management practices, contingent pay schemes, and alternative work practices. Traditional human resource management practices focus on maintaining a competent and stable work force and minimizing problems such as turnover, absenteeism, and strikes (Godard, 2009).

New human resource management practices focus on developing a highly committed and performance-oriented organization, and the purpose of new human resource management practices includes values-based selection, team skill training, performance appraisals, career development, and continuous learning (Godard, 2009). Contingent pay schemes focus more attention on employee self-interest rather than commitment; thus, they are considered as 'human resource management best practices' (Godard, 2009). Alternative work practices are 'flexible' work forms in organizations, including autonomous or semi-autonomous teamwork, cross-

training, and job rotation (Godard, 2009). Specific human resource management human resource management practices are also considered in formulating human resource management in organizations. Specific HRM practices are used to enhance employee activity and performance; as well as selective staffing, training and providing equitable rewards (Rodwell & Teo, 2004).

The concept of integration does not only focus on individual human resource management policies and practices; it focuses on a set of human resource management practices in organizations that are integrated and consistent with an organization's business development (Bjorkman & Lervik, 2007). Alignment of human resource management practices with specific organizational competencies is important for organizations to sustain their competitive advantage (Myloni, Harzing & Mirza, 2007). There is a positive relationship between high commitment or high performance of HRM practices, and organizational performance (Haynes & Fryer, 2000). Consequently, HRM practices have an essential linkage with organizational performance and outcome as well as the quality of an organization's goal achievement. This gave rise to a sub-question designed to analyze human resource management practices. Associated with the organization's development.

Paul & Anantharaman (2004) state that HRM practices have a significant positive relationship with organizational commitment, and organizational commitment has a positive influence on employee turnover rate. Organizations often operate their human resource management practices through employee skills, motivation, and job design, resulting in their employee's improved productivity, creativity, and discretionary efforts (Wright & Kehoe, 2008).

There are three common dimensions in describing aligning human resource management practices in different departments within an organization in order to improve employee commitment and performance quality. The first is human resource management practices intended to improve employees' KSAs to match the organization's business strategy and requirements. The second is HRM practices which motivate employee behavior in order to create an effective and efficient team performance, especially in aligning different employees from various departments. Thirdly, HRM practices provide opportunities for employees to participate in decision making as a way of making employees become more involved in their organizations and contribute their commitment and loyalty (Wright & Kehoe, 2008). Thus, human resource

management practices positively relate to organizational commitment and negatively relate to employee turnover (Gardner, Moynihan & Wright, 2007).

HR strategy is formulated to improve the level of an organization's performance, and HR strategy is also important in improving the organization's business development and consistency. This means that integrating HR and organizational strategies can help ensure the developing direction in organizations (Zhao, 2008). Thus, human resource management is not just a procedural management knowledge or function; it is considered as a weapon that integrates people from different departments, and motivates and monitors them to contribute their efforts in order to achieve their organization's goals.

From the above, it can be seen that formulating a positive human resource management system means designing an effective human resource management policy to conduct employees' behavior and attitudes, and utilizing human resource management practices to align and integrate people of various competencies from different departments within an organization in such a way as they align with the organization's goals and expectations.

2.3.2. HRM Implementation

HRM implementation refers to the varied involvement of managers within their organizations conducting and applying the designed HRM policy and practices in their working environment in order to manage their employees and lead them to achieve their organization's expectations (Houtzagers, 1998). HRM implementation also has an important relationship with total quality management (TQM), and TQM requires the motivation of all employees within organizations to achieve both the organization's goals and customer satisfaction (Yang, 2006). The involvement of managers provides an opportunity for non-HR managers (such as line managers, production supervisors, marketing managers, and financial managers) to improve their relationships with their employees as well as achieving a harmonious working environment (Birdi et al., 2008). This section focuses on the sub-question of responsible involvement for developing and implementing HRM practices.

Most line managers have limited HR or HR-related knowledge, but line managers need human resource management knowledge in their interaction with their employees (Perry & Kulik,

2008). From the literature review, it can be seen that implementing the human resource management process improves managers' HR knowledge in both decision making, and employee empowerment. HR activities to be performed by line managers, including design of training programmes, HR budgeting, provision of coaching and mentoring initiatives, and creating positive working conditions (Watson & Maxwell, 2007).

Although line managers or production managers are dealing with quality of products or services, employees' working attitudes will strongly affect their performance. Employee satisfaction in organizations implementing human resource management practices such as staff promotion, motivation, and training and development will definitely influence customer satisfaction which is also related to employee performance (Hay, 2002). Moreover, involvement of managers, especially line managers, in implementing human resource management activities will improve the manager's skills and knowledge of dealing with employee issues over and above than the technical skills and knowledge in their own working areas (McGuire, Stoner & Mylona, 2008). In modern organizational design, human resource management involves line managers in implementing HRM policy and practices, because line managers can integrate their knowledge and experience in a way that benefits the entire organization (Zupan & Kase, 2007).

Involvement of senior managers is also importantly relevant to implement the human resource management process. Senior managers are mostly looking at their organization's strategic force and development of organizational effectiveness; thus senior managers play their roles as long term planners, and need effective communication techniques to communicate with their employees to make them understand what their managers want them to achieve for their organizations (Maxwell & Farquharson, 2008).

The best organizational strategy needs the best people to implement it; whether they are managers or employees, and people can drive the success of organizations by their behavior (Chien, 2004). From this perspective, implementing an effective human resource management process is an important way to create an organization's competitive advantage. In regards dealing with people, communication is the main tool between managers and employees; and communication skills can be defined as managerial knowledge to build good relationships with

their employees (Desmarais, 2008). Organizational performance is affected positively by managers' and employees' behavior effectively communicating their ideas and problems (Jorgensen, Laugen & Boer, 2007).

From reviewing the above, it can be seen that people are a strongly competitive advantage in organizations, and it is also difficult to sustain and develop this competitive advantage for an organization's future improvement. For HR managers, communication is a fundamental technique in making every employee valuable for their organization and in implementing the HRM process, communication between managers and employees can provide a straight pathway towards giving accurate direction and guidelines to satisfy the entire organization (Gowen & Tallon, 2003).

From a HRM point of view, implementing communication well can reduce conflict between managers and employees in the work place as well as improving their understanding and interaction in carrying out their tasks (Cheng, Dainty & Moore, 2007). As with the previous discussion of integration of HRM practices and organizational business strategies in formulating the HRM system, communication with employees is a functional way to help employees understand their organization's developing direction and expectations (Cakar, Bititci & MacBryde, 2003). Not only are HR managers responsible for developing and implementing an organization's human resource management practices and policies; as managers they need the 'HR' capability of managing their relationships with their employees. HR managers are the professionals who design and illustrate the organization's human resource management practices and policies, and they play the role of leading other managers to implement HRM practices and policies to employees as well.

2.3.3. HRM Evaluation

HRM evaluation and auditing relate to an organization's performance and goal attainment, employee attitudes, reputation, assessment of human resource management practices, and activity analysis (Baruch, 1997). The evaluation of human resource management effectiveness looks at the 'fit' of human resource management activities with an organization's business

strategy, and the integration of human resource management , is the 'fit' between human resource management policy and practices and the organization's strategic direction (Gibb, 2000). HRM evaluation has the purpose of examining employees' actions and behaviors, against their organization's requirements (Fleetwood & Hesketh, 2008). Thus human resource management contributes to creating an organization's competitive advantage, and human resource management evaluation properly configured gives a competitive strategy through using, motivating and monitoring employee performance to accomplish the organization's goals (Wang & Shyu, 2008).

The sub-question that covers the analysis and evaluating of human resource management practices in the human resource management process is supported by the literature in the section. Employee recognition is an important factor in human resource management evaluation. Performance-based compensation is a dominant human resource management practice, and it is used in order to evaluate employees' contribution to their organizations (Vlachos, 2008). Employees' recognition is mostly relevant to their quality of performance; human resource management playing the role of leading and monitoring employee performance as well as analyzing the results to make decisions (Boselie & Wiele, 2002). Employee recognition is also a tool to encourage and motivate the employee's intention to achieve a higher quality of performance' employees believe that there is a relationship existing between their efforts and their final performance (Vlachos, 2008).

The well-recognized employees will be more confident for their further tasks and they will put more efforts into their tasks to achieve more success and recognition from their organizations (Taylor, Li, Shi & Borman, 2008). Employee recognition can also be defined as an instrument to create a positively competitive environment within organizations (Budhwar, 2000). For instance, the employee is recognized by his or her organization with money reward or any other non-monetary compensation, and this stimulates other employees' willingness to put forth more effort in order to also achieve the organization's recognition. It can therefore be seen that employee satisfaction is an effective way to evaluate whether an organization's human resource management practices are implemented profitably.

In evaluating the human resource management process, it can be seen that monitoring is both important, and sometimes neglected, in organizations. Monitoring is consistent with behavioral perspectives and integrated with HRM practices in order to control employees' actions by setting the organizational constitution and policies (Liao, 2005). HRM evaluation also obtains employee perspectives regarding their organization's rules and policy, and communicates with employees regarding the application of organizational rules and policy (Drumm, 1999). HRM monitoring is the way to control employees' behavior under an organization's designed constitution, to make an effective and harmonious working environment (Huang, 2001).

HRM evaluation has another important factor – appraisal. Appraisal, especially performance appraisal, is the managers' observation of employees' behavior when they are carrying out their job (Liao, 2005). Performance appraisal is when managers give their feedback to employees' about their tasks; therefore feedback is the most important source of evaluation showing whether an employee's contribution is recognized by their organization (Verreault & Hyland, 2005). HRM evaluation/auditing/monitoring is to reduce an organization's strategic risk and create more value by restricting and limiting employee behavior under organizational rules and policy (Hyland & Verreault, 2003).

2.4. Effects of HRM on the Performance of an Organization

Success in a scientific endeavor depends significantly on imaginative and flexible systems of management and administration, which will help in realization of the full potential of the gifted, trained and highly valuable manpower resources, and ensure conditions for the highest level of performance in achieving the objectives that are laid down. It is imperative to have a dynamic and sensitive management, and appropriate working conditions and incentives which will attract, retain and deploy in a patently efficient manner these precious human resources. Scientists and technologists in scientific institutions perform then best under good leadership, when the challenges posed are clear and exciting, and achievements are regularly recognized and rewarded. There is every need now to make careers in Science and Technology highly attractive, exciting and rewarding. Excellence can be fostered only when there is competition and selection. Mobility therefore must be positively encouraged ([http://www. Education.nic.in](http://www.Education.nic.in)).

The primary goal of HRM in any organization is to facilitate organizational performance. Productivity improvement is most common indicator to assess the effect of HRM on company performance. Productivity improvement relates to getting more out of what has been put in, doing better with available resources and working smarter not harder. Firm performance can also be measured in terms of quality of work life and the bottom line.

It is now commonly accepted that employees constitute an important source of competitive advantage for firms (Barney, 1991; Pfeffer, 1994). As a result, it is important for a firm to adopt human resource management (HRM) practices that make the best use of its employees. The above realization has led to increased interest in the impact of HRM on organizational performance, and a number of studies have found a positive relationship between so called "high performance work practices" (Huselid, 1995) and different measures of company performance. Furthermore, some empirical evidence supports the hypothesis that firms that align their HRM practices with their business strategy will achieve superior outcomes (Fey & Björkman, 2000).

Cascio (1995, pp. 187-555) has explained the effects of various HR practices on productivity, quality of life and profits of company. Literature on training evaluation indicates that potential returns from well-conducted training programs are substantial. However, there is considerable variability in the effectiveness with which any given training method or content area is implemented. Continual investment in training and learning is essential as it has direct effect on firm productivity and on the quality of work life of those who work in these firms. When analyzing the effects of performance appraisal on firm performance one should consider that performance appraisal as a feedback process. Research suggests that feedback increases firm performance by 10-30 %. However, feedback programs require sustained commitment and it is managers¹ responsibility to provide regular feedback to employees. The cost of failure to provide such feedback may result in the loss of talented employees, continuous poor performance of employees who are not meeting performance standards and loss of commitment by all employees.

Bhatnagar (2007, pp. 1782-1811) argues that innovative HRM practices leads to organizational commitment. In systems of "high commitment", HR processes increase organizational effectiveness by creating conditions where employees become highly involved in the

organization & work hard to accomplish organizational goals. Research has shown that there is a circular relationship between workers who feel that organization is committed to them, thus have a positive perception of HR practices, and hence committed to the firm. HRM practices promote, reinforce & influence commitment through selection, placement, development, rewards & retention.

2.5. Issues Influencing Human Resource Management

In view of the large number of Science and Technology institutions, laboratories, etc. all the country and their charter, objectives and continuations, it is recognized that one uniform management structure will not be suitable for all these institutions. It is necessary to ensure that all S & T institutions have real and meaningful autonomy, and should be characterized by pursuit of excellence and functioning of a scientific culture. There should be involvement of scientists at all levels in decision making processes as a scientific culture is characterized by a non-hierarchical approach.

Each institution should have clearly defined objectives and goals, having regard to its charter, and such missions as may be assigned to it. It should be acknowledged that all research may not lead to generation of new know-how: even access to new knowledge should be considered adequate pay-off. All institutions should adopt advanced planning strategies, keeping in mind these features (<http://www.education.nic.in>).

2.5.1. Talent Management

Drucker (1979, pp. 328-329) explains that one of the strengths, but also one of the weaknesses, of a knowledge worker is to expect satisfaction and stimulation from work. Manual workers whether skilled or unskilled, do not expect the work to challenge, stimulate or develop them. The manual worker expects only a living from the work. The knowledge worker expects a life out of it. Thus, knowledge workers are likely to find themselves in a spiritual crisis. Suddenly their work will not satisfy them. Therefore, it is necessary to find new challenges, new opportunities and new contributions in doing something different or at least in being effective in different surroundings and in a different institution.

In a survey conducted by McKinsey consultancy (Guthridge et al., 2008, pp. 48-59). the top three obstacles for talent management were-senior managers do not spend enough high quality time on talent management: organization does not encourage constructive collaboration and sharing of resources: and line managers are not sufficiently committed to development of people's capabilities and careers. Thus, it is not only important to attract talent but also fostering an environment hi which the talented people are inspired to achieve then fullest potential.

Higher educational institutions should be provided with challenges and given necessary resources at an early age so that they have an opportunity to satisfy then scientific creativity and ambitions, such incentives would raise considerably their performance levels and would ensure then advancement as well as groom them for leadership. The task of identifying promising young instructors and nurturing them should receive high priority. This would include provision of research facilities, administrative back- up as well as support for travel and participation in scientific meetings and symposia in the country and abroad. These should be available on a direct basis rather than through a hierarchical reporting system (<http://www.education.nic.in>)

2.5.2. Managing Diversity

Human diversity refers to the mix in the workplace of people from different races, cultures, and backgrounds (Wheelen & Hunger, 2006, p. 127). The composition of workforce has changed in context of gender, religion, nationality, and population in last twenty years. More women are employed in the industries traditionally considered the male bastions. The number of foreign nationals in any company has also increased with the globalization and consolidation, hi context of India, the composition of young force is increasing. The every segment of this diverse work force has its distinct lifestyles, expectations, moral values, and working styles. The challenge before companies is how to ensure that the talents, experiences, values and perspectives of all employees are utilized in pursuit of attaining sustainable competitive advantage.

Attitudes and aspirations of today's employees are far different from those held by earlier people. Today's workers are better educated, more efficient, ambitious and desirous of self- fulfillment through good performance. Therefore, the managers have to focus 011 updating and integrating then goals with the organizational objectives and bring about synergy between individuals and

team efforts towards organizations excellence. Increasing number of women employees has created a need of formulating women specific policies in the organizations.

2.5.3. Leadership Development

Top management continues to wrestle with understanding the best ways to keep people in the pipeline and develop leaders for future succession planning. Across the globe leadership development has been identified as a critical strategic initiative in ensuring that the right employees are retained, that the culture of the organization supports performance from within to gain market position, and that managers are equipped to take 011 leadership roles of the future so that the organization can achieve sustained competitive advantage. There is urgent need to develop supervisors into people managers and not just technical specialists.

Another important challenge is selection of most appropriate tool for leadership development suitable to organizational needs and business goals. This challenge could be met by gaining support from executives to develop leaders of the future and engaging senior management in leadership development philosophy and practice. The challenge is how to identify the potential leaders in the organization and how to institutionalize the process of leadership development. Developing leaders with the specific skills at various levels is another area of concern and takes care of replenishment of leadership talent due to departure of people.

Hill (2008, pp. 123-129) opines that increasing diversity within business organizations and the growing interdependence of various stakeholders within a business ecosystem demands for a more inclusive and collaborative leadership style. In today's business environment a team approach to problem-solving is required. This requires a leader who is comfortable sharing power and generous in doing so, is able to see extraordinary potential in ordinary people. The challenge is how to provide the required leadership development tools- the social networks, the fast-track training courses, the stretch assignments-that can prepare the invisible talented people for positions of authority and influence.

Reviews of literature failed to uncover any consistent traits or pattern of traits which characterize leaders. The research in this connection has also failed to demonstrate a consistent, definite relationship between leadership ability and either physical traits, personality characteristics or

combination of the two. Intelligence, self-confidence and sensitivity may be useful traits for leaders to have, but they are likely to play a small role in leadership effectiveness when all other factors such as the group and its task are considered. Therefore, we must turn from analyzing the traits of leaders to analyzing leadership behavior (NOP. 1990).

2.5.4. Management of Change

The competency to deal with change management is clearly a common skill needed for today's HR professional. Change management represents a particular challenge for managers, as this expertise has generally not been a consistent area of focus for training and development of managers. An intensified focus on training may be needed to develop added competencies to deal with change management. As more information becomes immediately available from dispersed operations, decisions are made in real time, sending a variety of change messages and expectations into the organization. As a result, the coordination of varied change efforts becomes more and more challenging. This is often confusing and overwhelming, particularly for lower-level managers and employees.

The key task in change management is to mobilize employees towards the organizational goals. Equally, corporate managers must be sensitive to the powerful inertial forces inherent in organizational cultures. They must give as much importance to inculcating a culture of change throughout the organization as to their marketing or investment strategies. In market situations where the flexibility and responsiveness of work organization is crucial to competitive advantage, change management strategies are to be innovative and specific to company needs (McKinlay & Starkey, 1992, p. 121).

More than ever before, a rewarding career in science requires easy transfer between institutions. Technology development and application can be truly realized only when S & T personnel move, with minimum discomfort and disadvantage, to new positions, locations and institutions, carrying with them know-how and know-why, knowledge and skills. Conditions today discourage and indeed preclude mobility. There is urgent need to facilitate mobility by removing related disincentives. Rules should be such that terminal benefits, leave etc. can be moved along with the individual. Systems for scientists and technologists to hold concurrent positions in

research institutions/ universities/ governments/ industry should be introduced (<http://www.education.nic.in>).

2.5.5. Compensation and Rewards

Compensation and rewards have emerged as one of the top challenges because of factors including mergers and acquisitions (and pay equity among new divisions), the invention of new systems for human capital management (including stock option plans), and global competition (in which attracting and retaining key employees became increasingly important).

Kaplan (2007, pp. 12-19) argues that the HR professionals face a big challenge in identification and implementation of compensation and reward programs that bring an organization further along its strategic path. Alignment of business strategy, HR strategy and total rewards is necessary for success of any compensation scheme. Total rewards encompass everything that employees value in their employment relationship—compensation, benefits, development and the work environment. In today's business environment, it is imperative for the firm to go beyond just offering competitive compensation and benefits programs (transactional rewards) to compete for talent. This is especially true today where loyalty of the emerging workforce's members is more to themselves than to their employers. Compensation and benefits programs are typically financial in nature and must be at least at a baseline competitive level for companies to attract and retain talent. Competitors easily copy these programs, which typically fail to engage employees enough to stay with an organization. Learning and development programs and a flexible and fun work environment (relational *rewards*), however, provide an opportunity for employers to better differentiate themselves from their competitors and enhance employee commitment to their organization.

The highest grades available in Government should be available to scientists working on scientific tasks. Special attention should be paid to the university system to see that proper career opportunities exist right from the point of entry, and outstanding scientists are on par in respect of opportunities, remuneration and prospects with corresponding personnel in national laboratories. Better salary structures are called for than are available at present (<http://www.education.nic.in>).

2.5.6. Management Information System

All science and technology institutions should have a Management Information System (MIS) so that the total scientific effort in the institution is suitably reflected; standard UNESCO classifications may be used for this. The MIS should reflect the periodic progress in achieving objectives and should also provide for closure of a project on review, if necessary, development of strategy and direction, and redeployment of total resources, both human and physical. A nationally integrated MIS on projects, resources available, expertise etc. should be developed so as to achieve optimal utilization of human and other resources (<http://www.education.nic.in>).

2.5.7. Measurement of HR Effectiveness

The survey of global HR challenges conducted by Price water house Coopers (PwC) on behalf of the World Federation of Personnel Management Associations (WFPMA) identified measuring HR effectiveness amongst the top three challenges for HR; the other being change management and leadership development (cited in the <http://www.wQ3ma.com>). This highlights the professionals' need to measure results - not only in terms of transaction management but also in terms of driving the business. HR professionals have been questioned in the past regarding their business acumen. Utilizing metrics to determine effectiveness is the beginning of a shift from perceiving role of HR as purely an administrative function to viewing the HR team as a true strategic partner within the organization. Survey participants believe a critical future issue for HR will be organizational effectiveness. Where HR departments have traditionally focused on measuring their own effectiveness, there is an evolving recognition that they can provide organizational value by measuring the effectiveness of the entire business organization. The shift is significant as it represents movement from simply counting the numbers hired to determining the return on investment (ROI) of collective and individual hires on a long-term basis. Going beyond measuring turnover, this new approach considers "bad" turnover and "good" turnover along with the overall cost of replacement lines.

2.5.8. Ethical Issues

Ethics has emerged as one of the top most challenges for HR in recent times because of the cutthroat competition. Often in the pursuit of becoming more competitive and deliver results,

managers no longer feel a strong obligation to ensure welfare of their workforce. Instead, they are focused on creating wealth, gaining competitive advantage, increasing productivity and keeping a clear eye on outcomes that affect firm performance (Vickers, 2005, pp. 26-32). The axiom "Human resources are most important assets," considers employees as one of the different type of assets whose purpose is to facilitate the achievement of strategic objective. Strategic objectives have assumed pre-eminence and have become vehicle through which productivity and profitability are nurtured, measured and realized. People are valued only to the extent that they generate financially quantifiable outcomes and disposed of as any other asset. However, the tacit knowledge of employees can be neither measured nor stored. The capability to possess tacit knowledge makes the human resources distinct from other type of resources. Moreover, people are human being and it is their moral right to be treated with respect and to have the chance to live a meaningful life. However, it is not only the business environment, which has changed the ethical norms but the advent of internet, rising education rates, and demographic changes in workforce have played a key role.

The challenge for managers is to how to walk the fine line between being employee champion and strategic partner with senior management so that HRM profession could be seen as promoting the basic social need of well being and dignity at work as well as contributing to productive efficiency of business. Cascio (1995, p. 521) argues that ethical choices are rarely easy. The challenge in managing human resources lies not in the mechanical application of moral prescriptions but rather in the process of creating and maintaining genuine relationships from which to address ethical dilemmas that cannot be covered by prescription. Another challenge for HRM is how to cultivate an ethics friendly environment so that ethics become a top management priority and ensuring that right programs and policies are in place.

2.6. Dynamic Role of HR

Ulrich (1998, pp. 124-134) suggests to HR managers to focus on outcomes and not on traditional HR activities. HR should not be defined by what it does but what it delivers- results that enrich the organization's value to customers, investors and employees. He presents a framework that clearly shows four key roles that human resources professionals must fulfill in order to add the greatest value to the organization. These are:

- **Strategic partners** translate business strategy into action. They identify the underlying model of the company's way of doing business, accountable for conducting an organizational audit, and take the lead in proposing, creating, and debating best practices to be adopted in the organization.
- **Administrative experts** improve processes, apply the principles of reengineering business processes to human resources processes, rethink value creation, rethink how work is performed, and measure human resources results in terms of efficiency (cost) and effectiveness (quality).
- **Employee champions** listen and respond to employees and find the right balance between demands on employees and resources available to employees. They ensure increased contribution from employees by making them committed to the organization. They are the employees' voice in the management discussions.
- **Change agents** have the job of building the organization's capacity to embrace and capitalize on change. They lead transformation by doing it first within the human resources function. They serve as catalysts for change, facilitators of change, and designers of systems for change.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

The primary focus of this chapter is to provide an overview of the research methodology used to investigate the research problem. It covers the research design, source of data, sampling method, data collection procedure and methods of data analysis in relation to the practice of Human Resource Management in selected higher educational institution in Ministry of National Defense Force.

3.1. Research Design

In this study the researcher used survey research design. This is because the survey design is preferable to conduct research employing large number of people questioning about their attitudes and opinions towards the specific issue, events or phenomena. The study applied cross-sectional survey since the data were collected at one point in time from the sample respondents to describe the total population.

3.2. Research Methodology

There are generally three types of research methodologies identified by Creswell (2003). These are highlighted below along with their advantages and disadvantages.

3.2.1. Qualitative Approach

Qualitative data is about words so to speak in general terms. These include all non numeric data that are not quantified or quantifiable and can be a product of all research strategies. This type of analysis claims constructivism of set of knowledge and mainly uses ethnographic and narrative strategies of enquiry. Qualitative analysis uses methods including, field observation, open ended interview and theory deductions among others. The main advantage of such approaches is that there is a greater degree of wholeness and richness of data collected since it focuses on natural occurrences within natural settings. This makes it a powerful tool to study the process (Creswell (2003).

3.2.2. Quantitative Approach

Quantitative data is about numbers in general terms. They are all such data that are usually quantified to help answer research questions and meet pre specified objectives (Lewis et al, 2007). These claim post positivism knowledge with experimental strategies of enquiry. Quantitative analysis uses methods such as, cost and effect thinking, measurement and observation as well as test of theories. Proponents of this approach claim that it is a great example of deductive logic of natural science. This is because it allows for comparison which is done through objectively determined validity and reliability. However, since by this approach variables may only be measured by specific point in time, one may not achieve an in-depth analysis of for example psychological factors.

3.2.3. Mixed Approach

Mixed approach to a research incorporates elements of both quantitative and qualitative approaches. It claims the knowledge of pragmatic assumptions for its rigor and validity. In essence, it uses both qualitative and quantitative strategies and methods of enquiry. This approach draws advantages of the two approaches discussed above. It as well draws a complexity of disadvantage of these approaches. This makes mixed method of research more time consuming and thus inevitably inappropriate for a master's research given the limited time and resources.

From the above argument, this research used both Qualitative and quantitative research approach (mixed method) have been used. The reason for utilizing this approach was that it gives a chance for the researcher to gather data with better depth and breadth and come up with more reliable findings. This idea is further supported by the principle of mixed research, the researcher can collect multiple data using different strategies, approaches and methods (Creswell, 2009). This helps that one can compensate the weakness of the other.

3.3.Source of Data

This study employed both primary and secondary data sources in order to have more reliable findings. Both were employed for the reason that they gave the findings broader base and depth.

3.3.1.Primary Data

The primary data for this study were collected using unstructured interview questionnaire and carefully designed closed ended questionnaire.

3.3.2.Secondary Data

secondary data were collected from relevant books, internet sources, unpublished materials, annual reports, the college rule and procedures. These data sets were on varies themes of the research.

3.3. Sampling and Sampling Techniques

The study used Major General Mukugeta Buli Technical Collage in the study areas there were a total number of 280 employees . Therefore, the researcher take a sample size to collect data through questionnaire for this research the number of respondents was determined by using Yamane's (1967) formula.

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

Where: **n** = the sample size **N**=the study population **e** = the level of precision **1** = designates the probability of the event occurring Therefore:

$$n = \frac{N}{1+N(e)^2} = n = \frac{280}{1+280(0.07)^2} = 46$$

Therefore, 46 respondents were used as sample for this study to gather data through questionnaire.

The researcher deemed necessary to take independent sample for each regional public sector bureau to ensure equal representation because bureaus have different number of employees. Therefore, the sample size for each respondents calculated using proportion. The study used proportionate sample allocation formula so as to make each stratum sampled identical with proportion of the population. Therefore, proportional sample size from each stratum will be calculated by using the following formula

$$n_i = \frac{n * N_i}{N}$$

Where: n_i = sample size for each strata's N_i = the total number of employees in the college N =the total number of employees in the selected college n = the total sample size for selected units. Source: (<http://ocw.jhsph.edu/courses/statmethodsforssamplesurvey>)

Table 1: Proportionate sample for each stratum

No	Data Sources	Population	sample size
1	Collage managements	20	4
2	Instructors	150	24
3	Non academic Staffs	110	18
Total		280	46

By taking the above Table, in to consideration, the researcher selected 46 sample respondents from the total member of the respondents using proportional methods. Having selected such number of sample respondents, the questionnaire were distributed by using systematic random sampling method to get each respondent from each respondent positions based on sample frame (list of employees). This sampling technique was chosen as it gives each member of population equal chance of being selected and homogeneity of population characteristics. Therefore, the researcher employed systematic random technique to get sample respondents from the target population.

3.4. Instrument of Data Collection

Multiple data gathering techniques were used to collect data from the study area. Thus, Questionnaires, unstructured interviews and document analysis were employed to gather data. The study uses both primary and secondary data in order to get a view on the practices and challenges of HRM in the selected higher educational institutions.

3.4.1. Questionnaires:

For primary data collection, questionnaire was taken as a preferable data-gathering tool for this research because of two reasons. It allows the researcher to collect information on facts and attitudes from a wide range of sources. Moreover, it is one of the most important tools to guide the respondent since it gives clear choices to check. Two types of questionnaires (coded 1 & 2) were designed in English language and have been distributed to 46 samples systematic sampling techniques drawn from instructors, managers as well as from non academic staffs from the selected higher education. The questionnaire was distributed to all respondents 46 questionnaires distributed, responses have been obtained from 280 employees i.e. 100 %. However, the returned questionnaires were largely useable

3.4.2. Interview:

Though questionnaires are considered as the major data gathering tool, unstructured interview with key informants six managers from (Top managers of the colleges and Development Heads) was interviewed in depth using unstructured questions during the working hours. The participants were selected through judgmental method because of their closeness to execute the issues.

3.4.3. Document Analysis

The investigator has reviewed human resource management directors, annual reports of the college, self evaluation document and other essential documents. This review was believed to substantiate the data collected through interview and questionnaire.

3.6. Method of Data Analysis

Following the completion of data collection data processing were conducted through filtering inaccuracy, inconsistency; incompleteness and illegibility of the raw data to make analysis very easy. To solve such problems manual editing, coding, data entry, and consistency checking were done. To analyze data both quantitative and qualitative techniques were employed. The data collected from questionnaire were analyzed through quantitative descriptive statistical tools such as percentages, standard deviation and frequencies using SPSS version 20.0 computer software. While qualitative data obtained through interviews and documents were analyzed qualitatively in sentence form. Finally, the results were discussed and interpreted to draw important findings, conclusions, and recommendations.

3.7. Ethical Consideration

In the first place, the department approved the thesis proposal. In addition, the researcher were follow logical procedures in every stage of data collection processes. Accordingly, the respondents was introduced about the purpose of the study then informed consent from the respondents and responsible officials of the college cover by the study were obtain to discuss with and interview them about the subject under study. Therefore, on the basis of these ethical principles, efforts were made and confidentiality would be assured and kept throughout the process of this research work.

CHAPTER FOUR

DATA PRESENTATIO ANALYSIS AND INTERPRETATION

4.1.INTRODUCTION

This chapter presents the researched results of the thesis based on interviews with Six HR managers at MGBBTC in MoND, and the completed questionnaires from employees in the college. The collected data from the questionnaires is presented in tables and the interview questions and answers are presented and summarized in the first section in this chapter, as well as the practices and challenges of HRM in the researched organizations from the HR managers' point of view. The second section shows the data collected from employee questionnaires and document analysis. This section explores employees' perspectives and attitudes concerning their organization HRM practices and challenges as well as suggestions and their expectations.

4.2. Analysis of Interview

The researchers were designed 12 unstructured questions to six concerned managers on the issue of human resource management. The following analysis were drawn based on the questions.

Based on the question, the respondents said that they focused more on production rather than developing the practice of human resource management and also they tried to implement HRM functions but they only focused on safety and working conditions but not give a great emphasis on training, leadership development and on compensation and reward.

On the question, do you carry out performance management, such as performance appraisals, motivation, reward ceremonies, evaluation, and auditing? If so, do employees obtain feedback from their managers? The respondents said that we always carry out performance appraisals in our organization. I think performance appraisals are very useful and important to employees and the organization. Our employees usually get feedback from me or other managers.

Do you think it is important to formulate and integrate HR strategy with your organization strategy? If so, please give an example; if not, please explain. The respondent said Definitely ... formulating and integrating HR strategy with our organization s strategy and goals are important. For example, our students are competent not only in defense force but also in the country used a very high level of technology, and this is our organization main developing target, we spend money and time on technology development. On the other hand, we also need an excellent team with skills and competency to produce these professionals. How does the organization select and manage this team? That is an important task for our HRM department. We play the role of selecting the most appropriate employees to create an excellent team, and their task is to achieve the best result of developing skill to satisfy our organizational goal.

What is your future expectation of HRM practices in your organization? the respondent responses .First it is important to create a professional HRM team in our organization; second, the HRM department needs to build recruitment, selection, training and development, performance appraisals and other HR activities more systematically and consistently in order to improve the organization's competitive advantage. Third we need to understand and support staff training and development, and staff motivation in order to enhance the quality of team work; fourth is to include HRM in the organization operational strategy and development.

4.2. Analysis of Responses from MGMBTC

After receiving the filled in questionnaires, the data of result of all the fourthly-eight questions are analyzed by using excel spreadsheet. To facilitate in depth analysis, the respondents were classified in to three categories namely college management, instructors and non academic staffs with total of 46 respondents . The question wise data in percentage from all respondents to the questionnaire with the average (weighted) and corresponding standard deviation from received from all respondents is given in varies tables below.

4.2.1. Recruitment and selection

From the responses of respondents in the college were satisfied with the recruitment and selection system of the college and consider it effective and suitable for organizational goal (see table 1).More than fifty percent of the respondents think that competencies and skill required for

the different job position are well defined and used in recruitment process based on the interest of departments but in the case standard deviation is high. This implies that further explanation is needed in this area and definite conclusion cannot be drawn solely based on the survey data. The opinion is equally divided between agreement and disagreement on the effectiveness of the recruitment system to identify best people for the job. The respondents in the non academic staff side seems to be a bit disgruntled and therefore believe that the system is ineffective.

Table 1.Value recruitment and selection

Question number	Frequency in Percent					W t. Av	Std Dev					
	SA	A	N	DA	SDA							
1	Recruitment and selection system of MGMBTC is effective for organizational goal					40.9	34.8	4.5	9.1	11.4	2.2	1.4
2	Competencies required to different job positions are used in recruitment process					25.0	45.5	13.6	11.4	4.5	2.3	1.1
3	The placement of new entrants is done as per the organizational goal					38.6	25.0	22.7	18.2	13.6	3.0	1.3
4	Regarding internal recruitment I find the process is effective in identifying the best people for the job					22.7	38.6	4.5	18.2	15.9	2.7	1.4

4.2.2.Talent management and Leadership

Analysis of the result of survey reveals that more than 60%of the respondents agree that management recognize and make good use of their ability and skill (see table 2).They feel that they have freedom to experiment with the new ways to do their work. Almost 65% of respondents believe that they have opportunity for personal development in MGMBTC. These responses are indicative of the fact that there are sufficient opportunity to develop leadership

skill and improvise the work.84% respondents opine that they are able to balance their house hold responsibilities with the job requirements without any hindrance in their career growth. This implies that people are less stressed and lead a peaceful life. Many instructors said that there is a concentrations of leaders in the college and this implies that there is loss of skilled personnel's in the college specially with the rank of higher officers so the college should take an action to minimize the loss of human capital in the college by changing them in proper place. However, response is not that encouraging on the issue of talent management. This further drops amongst the respondents from non-academic staff. In MGMBTC the talent management in respect of non-academic staff may not be to the extent prevalent in the academic staff because of very low promotional avenues.

Table 2 analysis of effectiveness of talent management and eldership development

Question No.	Frequency in Percent					Wt. Average	Std Dev
	SA	A	N	DA	SDA		
36.management recognize and make good use of my ability and skill	40.9	22.7	15.5	13.6	6.8	2.2	1.3
37.I am encouraged to develop new and more efficient ways to do my work	31.8	34.1	15.9	4.5	13.6	2.3	1.3
38.I believe I have opportunity for personal development in MGMBTC	45.5	20.5	6.9	9.1	18.2	2.3	1.6
39.I feel MGMBTC manages the talent of its people well	31.8	20.5	9.1	20.5	18.2	2.7	1.5
40.I am able to balance my house hold responsibilities with the job requirement without any hindrance in my career growth	40.9	43.2	2.3	9.1	4.5	1.9	1.1

4.2.3.Performance Appraisal

A sizable chunk of employees say on question number 11 that the performance appraisal system lack transparency (see table 3). The problem in performance appraisal system is that the academic staff gets promoted on the basis of their appraisal whereas non-academic staff does not get promoted even where they are getting excellent reports. This will tend to subjective

assessment and propensities and bring about more objectivity in the assessment of employee performance. The respondents generally feel that present system lacks transparency ,does not help in identification of personal development opportunities and not enough opportunities are available for career development through performance appraisal. It is worth mentioning that standard deviation is high on the question related to performance appraisal and further analysis may reveal that dissatisfaction level is much higher than what is reported in survey. There is high and urgent need to develop new performance appraisal system that is effective and in accordance with the recent criteria of defense force human resource

Table 3:-Analysis of performance appraise system in MGMBTC

Question No.	Frequency in Percent					Wt. Average	Std Dev
	SA	A	N	DA	SDA		
10.The current performance appraisal system is capable of encouraging the good performer vis by vis non-performance	22.7	34.1	11.4	20.5	11.4	2.6	1.3
11.The performance appraisal system lacks transparency	27.3	20.5	6.8	22.7	22.7	2.9	1.6
12.Performance appraisal review helps in identifying my personal development opportunity	27.3	29.5	9.1	25.0	9,1	2.6	1.4
13.I get enough opportunity for career development through performance appraisal	18.2	27.3	9.1	11.4	34.1	3.2	1.6

4.2.4.Training

All respondents express their opinions that knowledge and skills acquired from training can be applied at work place. Result indicate that employee are not satisfied with the training and development activities of MGMBTC. When we compared non-academic staffs more dissatisfied than academic staff. The opinion is not very clear on the issue of training based on identified needs, with one forth of respondents remaining neutral on the issue of training.

Result of questionnaire analysis also shows 32% employees are unable to say anything if the college has a well established system of feedback to know the effectiveness of training imparted. It raises the question about the college efficacy to develop such a system to evaluate the effects of the training programs on the individual trainees. The college needs to ponder on this.

The college management in this interaction also emphasize that training is as an essential elements of development of all staffs. He/she could be trained by giving exposure to the internal seminar/symposia/conference/training. Non-academic staff should also trained in creating a good repository of service records by developing HRMIS of the employees for dissemination and facilitation of employees. Organization of periodic training programmes is necessary to meet the objectives of the college for trained human resource and for the overall human resource development of the college. Table 4 shows the analysis of effectiveness of training in MGMBTC.

Table 4:-Analysis of effectiveness of training in MGMBTC.

Question No.	Frequency in Percent					Wt. Average	Std Dev
	SA	A	N	DA	SDA		
26.Training is provided to enable me to do my job effectively and efficiently	40.9	27.3	9.1	11.4	9.1	2.1	1.3
27.Training and development activities of MGMBTC are satisfactory as compared to other similar colleges	27.3	29.5	25.0	15.9	2.3	2.4	1.1
28.The knowledge or skills acquired from training can be applied at work place	61.4	18.2	6.8	6.8	6.8	1.8	1.2
29.MGMBTC has well established system of feedback to know the effectiveness of training imparted	13.6	25.0	31.8	11.4	15.9	2.8	1.3
30.Training is imparted based on training need identification	22.7	34.1	25.0	13.6	4.5	2.4	1.1

4.2.5.Employee Development

The respondents across all categories think that job rotation and job enlargement, the two important components of employee development, are utilized to some extent by the college. The opinion is again divided among the academic staff and non-academic staff with more academic staff agreed to the question.

About the third respondents across the college disagreed with the statement that each employee has well defined development plan that is based on inputs from organizational needs, superiors and employee himself. Opinion is fragmented in the response to question that competencies and skill required for job position are well defined and used for employee development with category of non academic staff not in agreement.

The survey results indicate that status of employee development activities in the college are not up to the level of employee expectation and corrective step need to be taken urgent basis to bring the gap. However high standard deviation needs further investigation of the matter. Table 5 shows the analysis of employ development.

Table 5:-Analysis of employee development activities

Question No.	Frequency in Percent					Wt. Average	Std Dev
	SA	A	N	DA	SDA		
41.Competencies and skill required for job position are well defined and used for employee development	29.5	27.3	15.9	11.4	15.9	2.6	1.4
42.Each employee has well defined development plan that is based on inputs from organizational needs superior and employee himself	34.1	20.5	13.6	2.3	29.5	2.7	1.7
43.MGMBTC shows a little interest for employee development	22.7	22.7	6.8	27.3	20.5	3.0	1.5
44.Job rotation and job enlargement are utilized effectively for employee development	18.2	25.0	15.9	20.5	13.6	2.7	1.4

4.2.6.Compensation Package

About 30% of respondents believe that their pay package is fair when compared to identical colleges in defense force. Respondents are generally aware of what their pay and benefit package consists of . The important finding that emerge from this survey is that respondents in the college overwhelmingly agreeing to the fact that compensation package should be linked with in performance. The result indicated that more than 30% of respondents believe the the college

does not make good use of compensation and reward system to encourage good performance. This requires attention from the organization.

The response on the issue of compensation and reward clearly indicated that the college shall rework its compensation package with more emphasis on performance linked pay package. It calls for the management of employee manifest involvement. The HR practice should appear to emphasize the compensation of employees. Analysis of compensation and reward will show you in table 6 as shown below.

Table 6: Analysis of compensation and reward system of MGMBTC

Question No.	Frequency in Percent					Wt. Average	Std Dev
	SA	A	N	DA	SDA		
31.compear with people in similar jobs in other college ,I feel my pay is fair	31.8	29.5	11.4	4.5	22.7	2.6	1.6
32.MGMBTC makes adequate use of recognition and reward other than money to encourage good performance	34.1	20.5	13.6	18.2	13.6	2.6	1.5
33.I will be rewarded financially or otherwise if I go beyond what is expected of me in my job	25.0	18.2	18.2	4.5	34.1	3.0	1.6
34.I am unclear what my pay and benefit consists of	11.4	25.0	9.1	27.3	25.0	3.2	1.4
35.I feel compensation package should be linked with performance of employees	63.6	22.7	4.5	9.1	0.0	1.6	0.9

4.2.7.Employee Benefit

More than fifty percent of the respondents in the college across all the categories think that the college benefit program is competitive with that of similar colleges in defense force. However the civilian employees lot has given fragmented opinions distributed between agreement and disagreement. This is due to the reason that expectation level of this academic staff from the

employee is much more than military academic staff, may be for want of good promotion opportunities and pay benefit plans are one of the important reason for working in the college with only 27 percent strongly agree and one third remain neutral. It can be inferred that employees are satisfied with the colleges retirement benefit plan. Standard deviation is high on this issue (Particularly question no. 23 and 25) so conclusion derived on the basis of survey can go otherwise as well further analysis. Further improvement in the employee benefit may be considered because only a happy and healthy employee can serve the college better and can work towards realization of the colleges goal. The analysis of employee benefit in the college given in table 7 below.

Table 7: Analysis of employee benefit in MGMBTC

Question No.	Frequency in Percent					Wt. Average	Std Dev
	SA	A	N	DA	SDA		
22.The benefit Program of the college is competitive with that of other similar colleges	27.3	36.4	20.5	4.5	11.4	2.4	1.3
23.MGMBTC benefits program takes care of my needs during service	40.9	27.3	11.4	13.6	6.8	2.2	1.3
24.I am satisfied with the college retirement benefit plan	65.9	25.0	9.1	0.0	0.0	1.4	0.7
25.Employee benefit plans are one of the important reason for working in MGMBTC	27.3	27.3	11.4	18.2	15.9	2.7	1.5

4.2.8.Communication

On communication front also. The different of opinion exist between academic and non-academic staff. This again is related to difference on perception of the group. As the first two question the standard deviation is quite high nothing could said with certainty. The college, however, needs to improve its communication system so that all the employees feel that they get the relevant and correct information at the right time and place. However, respondents were in full agreement e-mail and other on-line communication system have improved the communication and feedback system of the college (see table 8).This information is useful for the college in devising strategies to strengthen the electronic communication system. Result

indicate that almost nineteen percent of the respondents comment that they understand the vision/mission /objectives of the college. This donates that management hs been able to communicate its vision to its employee. Vision/mission/values/objectives constitute the soul of any institutions and if the employee are clear about them, it becomes easier to chalk out the strategies' for better HRM towards realization of its goal. Free flow of information between the management and employees is a pre-requisite for an effective HRM.A positive feedback system also helps a lot of improve the HRM by creating a conductive working environment in the college. Information about organizational plan, progress and problems when exchanged effectively with subordinates, associates, superiors and others enhances mutual understanding and trust. Table 9 show the analysis of effectiveness of communication system in MGMBTC.

Table 8 :Analysis of effectiveness of communication system in MGMBTC

Question No.	Frequency in Percent					Wt. Average	Std Dev
	SA	A	N	DA	SDA		
18.MGMBTC has an excellent job of keeping employees informed about the matter affecting them.	22.7	29.5	13.6	18.2	15.9	2.8	1.4
19.MGMBTC is able to provide the relevant information at right time and place	38.6	34.1	9.1	9.1	9.1	2.2	1.3
20.use of e-mail and other online communication methods have improved communication and feedback system	81.8	13.6	2.3	0.0	2.3	1.3	0.7
21.I understand the statement of mission/vision/value/objectives of MGMBTC	72.2	18.2	0.0	9.1	0.0	1.5	0.9

4.2.9.Team Work

Team work and work culture are the main strengths of the college based on data of survey. As evident from table 9 ,more than 80% of people in the college believed that there is a feeling of team work and cooperation in the college and often people help each other, even if it means doing something outside their usual activities. The college should capitalize these strengths to gain competitive advantage in the achievement of learning and teaching process.In this area also

non-academic staff peoples do not seem to be much oriented to team work. However the academic staff overwhelmingly support the team work questions. It is very good for the academic staff because it is the core area activity of the college.

A team of highly qualified. sincere and dedicated staffs with a unique talent on mountain building with a focus mandate-development of concepts and models on geo-dynamic environment produce result of unsurpassable important on the achievement of the vision of the college that work together as a one whole, share their knowledge and experience and contribute collectively towards research and development. Table 9 shows the analysis of team work in MGBBTC.

Table 9:- Analysis of team work in MGBBTC

Question No.	Frequency in Percent					Wt. Average	Std Dev
	SA	A	N	DA	SDA		
14.The people I work with are willing to help each other, even if it means doing something outside their usual activities	34.1	45.5	9.1	9.1	2.3	2.0	1.0
15.At MGBBTC there is a feeling of team work and cooperation	29.5	47.7	15.9	4.5	2.3	2.0	1.0
16.I often volunteer to participate in work that are not directly related to my job.	47.7	36.4	11.4	2.3	2.3	1.8	1.0

4.2.10.Employee Relation

Respondents in the selected college are generally satisfied with the issue related to employee relation like working together cordial work council-management relationship(see table 11).The college society has access to the top management at every point of time and efforts are made to address their grievances at the earlier possible. Healthy and safety of the employee particularly working in different workshops is taken due care of as is also reflected in the questionnaire survey. However, disagreement by non-academic staff specially on question no. 7,8 and 9could be understood by the fact that these peoples are not happy with the stunted career growth this may be a manifestation of frustration. Academic staffs more or less agree with the question. However the result of questionnaire analysis reflecting to some extent, the managements

indifference to the well being of about the college The non-academic staff on question 8 they feel that they do not have a voice on its employees should enable the management to pursue further the interest of the disgruntled employees for better promotional avenues with the higher authorizes or take some kinds of decisive step in the matter. It appears that academic staff. in the college are better placed than non-academic staff. They feel very positive decision making. This is an area where the management need to improve. Table10 shows the analysis of employee relationship in MGMBTC

Table10:Analysis of employee relation in MGMBTC

Question No.	Frequency in Percent					Wt. Average	Std Dev
	SA	A	N	DA	SDA		
5.I feel occupational safety and health are given do importance in MGMBTC	43.2	29.5	9.1	11.4	6.8	2.1	1.3
6.I feel management is interested in well being of the employee	34.1	20.5	20.5	18.2	6.8	2.4	1.3
7.The working condition at workplace is satisfactory	30.8	29.5	2.3	22.7	13.6	2.6	1.5
8.Employees has a voice in decision regarding change in work environment	20.5	31.8	9.1	20.5	18.2	2.8	1.4
9.I believes work-council-management relations are cordial in MGMBTC.	29.5	36.4	9.1	15.9	9.1	2.4	1.3

4.2.11.Job satisfaction

Result in table 11 reflect that about 57 % respondents strongly agree that they would recommend others to work in the college with the percentage going to about 90% in case of academic staff. This indicative of the fact that those peoples are satisfied to work in the college. This is very good sign, however, for integrated development of the college toward better realization of its goal, the career growth of non-academic staff should also be considered by the college to enable it to realize its full potential. For about 23% of employees job satisfaction is not there. This is attributes to the non-academic staffs low career prospects. The college has to try hard to measure up to the expectation of the deserving employee to enable them to contribute

their best in its interest. More than 50% people are of the opinion that sudden exit of key peoples are minimal impact on working the college. I t shows to some extent vibrancy and viability of the college as a whole.

Table 11 :-Analysis of job satisfaction in MGMBTC

Question No.	Frequency in Percent					Wt. Average	Std Dev
	SA	A	N	DA	SDA		
45.I would recommend others work for the college	56.8	25.0	6.8	4.5	6.8	1.8	1.2
46.Sudden exit of key employee has minimal impact on working of the college.	27.3	36.4	18.2	15.9	2.3	2.3	1.1
47.Attrition is low and people are satisfied in their jobs	29.5	34.1	13.6	9.1	13.6	2.4	1.4

4.3.Analysis of Major HR Challenges

The respondents were asked in order of priority to rank three human resource function that need improvement. Out of many functions that were prioritized, the top three HR functions, which need improvements, are transparency, requirement and placement and training.

In response of list the main issues in order of priority to increase one's effectiveness in job and changes required to improve HR effectiveness in the college. It was overwhelmingly argued that the time bound promotion is the requisite for being effective in the job and opening up such opportunities is also one of the measures to be taken to improve the effectiveness .Carrere promotion acts like a catalyst in the performance of employees. That apart, a good teaching and learning environment and an overall working environment is also essential to make an employee's more effective and for improving HR effectiveness. Administrative and managerial practices and those pertaining to scientific administration are informed by a set of attitude, behavior and performances. Team sprit, freedom of action, moral support and guidance, co-operation, understanding and sympathies, rationalization of workload, training and motivation are also considered important. Provision of research scholars .decentralization, delegation of power for young instructors, simplification of rule and procedures are also some of the area to

improve up on human resource practices. The new area that emerged for increasing HR practices in the college are multi-tasking abilities and interpersonal relationships. This is very logical because effective practice and management of human resource at the college level is more influenced by interpersonal relationship and skill to perform the job effectively and smoothly.

The respondents were asked to prioritize HR functions that they thought pose most significant challenge for them. They were asked to prioritize present future challenges separately from a list of eight challenges namely- change management ,compensation and reward, leadership development, employee relation and talent management, training and development, recruitment and availability of quality manpower, institutional relation and outsourcing of HR activities based on responses from the interview the following present and future challenges are determined.

Present and Future Challenges:- The analysis shows that recruitment and availability of quality man power and retaining the man power is the biggest challenge for today and future in the college particularly for civil employees working in the college. To provide continuity, lateral induction of employees is resorted to even after the employees leave the college and retreatment to utilize their services and experiences and also to build positive attitude on the college HRM activities is becoming critical and a tread off between the position available and requirements of employees is there.

Besides learning and development and institutional relation compensation and reward are the other issues for today's and future in the college and need further researches.

CHAPTER FIVE

CONCLUSSION AND RECOMMANDATION

5.1. Summary of Major Findings

The general objective of the study was to investigate the practice and challenges human resource management at Mulugeta Buli Technical College in ministry of national defense force . Accordingly, this study came up with the following major findings.

The process of human resource management regarding to recruitment and selection process revels that the respondents in the college was satisfied in recruitment and selection system was suitable with the organizational goal. Fifty percent of respondents think that the competency and skill required for different job position were well defined in recruitment system of the college. But the standard deviation is high this implies that further explanation is needed in the area because the opinions was equally divided between agreement and disagreement.

The practice of leadership and management in the college revel that more than 60% of the respondents agree that the management recognize and make good use of their ability and also has equal opportunity on developing their leadership skill.

The process of performance appraisal lacks transparency the problem is that the academic staff gets promoted on the basis of their appraisal where as non academic staffs does not get promoted even they are getting excellent appraisal report this tend to the college applied subjective assessment .The respondents generally feel that present system of performance appraisal of the college lack transparency.

Regarding to the training all respondents express their opinions that knowledge and skills acquired from training can be applied at work place. Result indicate that employee are not satisfied with the training and development activities of MGMBTC. When we compared non-academic staffs with academic staff more dissatisfied than academic staff. The opinion is not

very clear on the issue of training based on identified needs with one third of respondents remaining neutral on the issue of training .

The respondents across all questions on the issue of employee development think that job rotation and job enlargement, the two important components of employee development, are utilized to some extent by the college. The opinion is again divided among the academic staff and non-academic staff with more academic staff agreed to the question. but the other were disagreed with the statement and the analysis indicate that status of employee development activities in the college are not up to the level of employee expectation and corrective step need to be taken urgent basis to bring the gap.

On the system of compensation package of the college 30% of respondents believe that their pay package is fair when compared to identical colleges in defense force. Respondents are generally aware of what their pay and benefit package consists of . The important finding that emerge from this survey were that respondents in the college overwhelmingly agreeing to the fact that compensation package should be linked with in performance. The result indicated that more than 30% of respondents believe that the college does not make good use of compensation and reward system to encourage good performance.

Team work and work culture are the main strengths of the college based on data of survey. As evident from table 11,more than 80% of people in the college believed that there is a feeling of team work and cooperation in the college and often people help each other, even if it means doing something outside their usual activities. The college would capitalize these strengths to gain competitive advantage in the achievement of learning and teaching process. In this area also non-academic staff peoples do not seem to be much oriented to team work. However the academic staff overwhelmingly support the team work. It is very good for the academic staff because it is the core area activity of the college.

5.2..CONCULUSSION

The analysis on the finding shows that the college has its own strength and weakness opportunities and treats on the issue of human resource management the following main findings are observed based on the information gathered from the interview and questionnaires the

following weakness and strength that are strategic to HRM in major general mulugeta buli technical college.

High qualified and dedicated employees with strong teamwork amongst them and time bound promotion of competent employees got based on the strategies that needed by the departments but scarce promotion avenues for non academic staff, lack of training facilities .

There were lack of the grab the talent if the interests of the employee are not taken due care so there is a need of policy for talent management by suitable exposure .

The need of human resource in the college identified based on the analysis of survey hence recruitment the human resource need represented those HR systems which need to be stronger in the college to achieve competitive advantage,

Leadership development is another area where the college has to work. Vision and responsibilities of the college are expanding and in order to take-up a new challenges it is imperative to have leadership development in every level. The ban creation of post is posing a threat to this aspect of HRM and improvement in this situation is strongly felt.

Transparency and change management are other areas required HR improvement. employee relation are quite strong .The transparency and accountability in the college towards its employee which are the finding pillars of excellent HRM and would work towards relationship building and enhancing value and organizational culture.

The college is focusing on enhancing quality of its employee with high level of employee involvement in the achievement of organizational goal to become excellence institution in the field of military science and techniques in the country as a whole.

The goal of the college can be achieved by aligning human resource strategies with the institution objectives. The gap need to be addressed to achieve complete fit between organizations similar organizations priorities and its people, process, systems and relationships.

To do so, MGMBTC must do a more effective job of sourcing talent, allocating resources for training and leadership development ,measuring performance and building key capabilities and skills. The suggested strategies are aimed towards achieving these purpose. However, as it is not

possible to implement all the recommended strategies simultaneously due to resource constraints and difficulties in implementation ,therefore the strategies are prioritized for implementation. The prioritization is based on the identified HR needs of the organization taking in to consideration the current institutional enviroment. Moreover, short-term, medium term and long term plans are suggested, whatever applicable.

In view of inter-disciplinary nature of the collage vision and mission of MGMBTC .Inter-linkage and interactions with stakeholders and similar technique institutions with in and out of the institutions. The demand close linkage with national and international institutions. To meet organizational need for trained human resource, it would be necessary to continue the periodic organization of training programs

A successful educational institutions has to continuously strive to increase its competencies and value creation ability, especially in the face of advancement in the field of military science.

The legendary HR Guru Dave Ulrich has rightly commented that successful organization will be those that are able to quickly turn strategy in to action to maximize employee contribution and commitment and to create the condition for seamless change. In the long-run ,the only sustainable source of competitive advantage in an organizations ability to learn faster than its competitors, which in turn depends on human endeavor. Sustainable competitive advantage in the field of military science result from relative superiority of military personnel knowledge's skills and resources that possessed in the form of human resources. This is the competence and commitment of all workforces are ultimately give the college competitive edge.

The implementation of suggested strategies will result in increase in productivity ,creation and retaining of formidable talent pool, development of effective and progressive leaders, high employee morale and collaborative team working and rationalization of manpower. The MGMBTC, an important military institution established in 1960.There have been several important contribution emanating from MGMBTC to realize the building of professional military personals to protect our countries from any hostile forces since its establishment..

5.3..RECOMMANDATION

Based on the findings of the study the following recommendations and possible human resource strategies are proposed as the following based on identified human resource needs, my experience

and inputs from literature and interviews with managers. The needs are identified based on human resource management survey conducted by me. Following HR strategies for the growth of the college are recommended as follows to build up sustainable competitive advantage.

- First and foremost, HR of the college may get greatest emphasis since they are engines for other resources such as physical resources, information resources, and financial resources. Now days, we are living in a continuously changing and dynamic environment that directly or indirectly affects us. Particularly, higher institutions are affected by the rapidly changing information technology. Thus, the college need to update its employees skills and knowledge through training and leadership development to cope with technological advancement and competitive environment and to achieve its pre stated short and long term goals.
- For selection of proper employee the college could recognize that individual work for different reason and accomplished task in different ways and their recruitment policy should be structured accordingly. In the college there is distinctive culture of team spirit, collaboration and freedom to experiment and try new method at work place.
- Talent management refer to the process of developing and integrating new workers, developing and retaining current workers and attracting highly skilled workers to work for the company.(Wikipedia), Hence, the college should apply mentoring strategy for retaining and developing the talent. The young professionals looks for mentors who can give them advice, encouragement and space to grow. However, mentoring cannot have a standardize approach, as young officers want personal treatment based on the research, DeLong et al.(2008,pp 115-121) have described the qualities of good mentor. Inline with this the college should fortunate enough to have senior officers. These officers can be requested to become mentors of the young instructors and managers.
- The other issue recommended from the study were the development of creative leadership.. All organizations need to ensure a succession of motivated employees capable of progressing up the organizational ladder. It is becoming increasingly important that organizations have a diverse and highly skilled workforce to meet increasing organizational needs on a global basis. MGMBTC would strive to improve management and leadership capabilities from within and create opportunities for those employees who strive to reach their potential through professional and personal growth. This means providing inspiring and effective leadership ,open transparency

communication and excellent learning and development opportunities.. Therefore, leadership development is high in priority.

- From the finding the researcher recommended that whatever the college has collaborative culture on team work. Peoples want to collaborate but they do not know how to work together in teams. The skill required are appreciating others, being able to engaged in purposeful conversations, productivity and creatively resolving conflicts, and program management. By imparting training to develop these skills, team performance can be increased substantially. In addition the college should provide its support to build informal communities of employees based on shared interests. This promotes collaborative team behavior and provide valuable help in problem solving. Team spirit is identified one of the major strength of MGMBTC in HRM practices and challenges survey conducted by me. Thus, strategy of collaborative team building should gives high priority for implementation.
- In MGMBTC the performance management of the employee is done through their effectiveness during their teaching and learning process. This is like qualification of qualitative performance of the college and there is a bias of performance appraisal which the point given by student, colloquies and immediate supervisors. Hence, the collage should create awareness to measure appropriate performance of academic staffs. There are also scarce career growth opportunities for non academics staffs improvement of their career prospects is beyond the power of the college. The college has vigorously taking up the matter with defense force human resource management department for opening up some opportunities for their career growth. This is major stumbling block in the way of excellent performance management.
- Training is the primary means to transfer programmed organizational knowledge and know how employees. The normal training system includes analysis, design, development, implementation and evaluation. Like any other resources, training resources are limited, Hence a systematic approach to training is required. It is suggested to strengthen the training need identification system of MGMBTC.
- The involvement of employee in need identification will be a good move in this direction. In addition, continual improvements need to be done in training curriculums, infrastructure, course

content, and should be department based on feedback received from stakeholders and employees. Training for academic staff and department positions should be a continuing priority for the college. It is suggested that the college should place strong reliance on increasing the flexibility of the work force in order to build a wider array of skill in to a given work order. Cross-training, multi-skilling, job rotations are some of the techniques that can be used.

- Redeployment training will also be required to make the workforce suitable for the new-state-of-the-art facilities coming under modernization programmes. To make the suggested strategies work effectively, it is of most importance that training could be of high quality and in tandem with requirement of other suggested strategies for talent management, leadership development, team work and performance management. Thus, the aim of training programs should be to strengthen the overall capabilities of each employee and motivate them towards realization of their goals. Competency based training should be a long-term strategy.
- The issue of compensation and reward in the college is in line with the employee of the college very good promotion opportunities are given to all academic and non academic staff after every sessions formulated by the institution. It is one of the important challenges for the college and effective compensation and reward strategy is necessary for attracting, recruiting and managing the talent as well as effective performance management. Suitable compensation and reward policy is necessary to encourage the instructors and other work forces. If the workforce is anguished, disgruntled or frustrated they would not give all their talents to the organization. The process of sensitization of workforce towards performance based compensation packages should be taken up on priority.

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APPENDEX A

QUESTIONARIES FOR PRACTICE AND CHALLENGES OF HRM

	AGREEMENT SCALE				
	5	4	3	2	1
Recruitment and selection system of MGMBTC is effective and suitable for the organizational goal.	5	4	3	2	1
Competencies and skill required for the different job positions are well defined and used in recruitment process	5	4	3	2	1
The placement of entrants is done as per the organization needs	5	4	3	2	1
Regarding internal recruitment and assessment I find the process is effective in identifying the best people for the job	5	4	3	2	1
I feel occupational safety and health are given do importance in MGMBTC	5	4	3	2	1
I feel management is interested in well being of the employees	5	4	3	2	1
The working condition at workplace is satisfactory(e.g. ventilation, temperature, space for work etc)	5	4	3	2	1
Employees have a voice in decision making regarding change in work environment	5	4	3	2	1
The current performance appraisal system is capable of encouraging the good performers vis-a-vis nonperformers	5	4	3	2	1
The performance appraisal system lacks transparency	5	4	3	2	1
Performance appraisal review helps in identifying my personal development opportunities	5	4	3	2	1
I get enough opportunities for my carrier development through performance appraisal	5	4	3	2	1
The people i work with ar willing to help each other ,even if it means doing something outside their usual activities	5	4	3	2	1
At MGMBTC there is a feeling of teamwork and cooperative	5	4	3	2	1
I often volunteer to participate in work that are not directly related to my job	5	4	3	2	1

Management and non management employees work together	5	4	3	2	1
The collage is able to provide the relevant informantion at right time and place	5	4	3	2	1
Use of other communication medias or methods have improved the communication and feedback system in your collage	5	4	3	2	1
I understand the statement of the vision/mission and objectives of the college	5	4	3	2	1
The programs designed by the collage is competitive with other similar institutions	5	4	3	2	1
I am satisfied with the college retirement benefit plan	5	4	3	2	1
Employee benefit plan are one of the important reason for working in the college	5	4	3	2	1
Training is provided to enable ne to do my job effectively and efficiently	5	4	3	2	1
Training and development activities of the college are satisfactory as compared with similar collages	5	4	3	2	1
The knowledge and skill acquired from training can be applied at workplace	5	4	3	2	1
The college has established systems of feedback to know the effectiveness of training imparted	5	4	3	2	1
Training is imparted based on training need identification	5	4	3	2	1
The college makes adequate use of recognition and rewards other than money to encourage good performance	5	4	3	2	1
I fel compensation package should be linked with performance of employee	5	4	3	2	1
Management recognizes and makes good use of my abilty and skill	5	4	3	2	1
I am encouraged to develop new and more efficent ways to do my work	5	4	3	2	1
I belive I have oppportunity for personal development in the college	5	4	3	2	1
I feel the collage manage the talent of its people well	5	4	3	2	1
Competencies and skill required for job position are well defined and used for employee development	5	4	3	2	1
Each employee has well defined development plan that is based on inputs from organizational needs, superior and employee himself	5	4	3	2	1

The college shows a littel interest in employee development	5	4	3	2	1
Job rotation and job enlargement are utilized effectively for employee development	5	4	3	2	1
Sudden exit of key people has minimal impact on working of the college	5	4	3	2	1
Attrition rate low and people are satisfied in the jobs	5	4	3	2	1
The use of information technology in Human resource is a win-win situation for both employees and managers	5	4	3	2	1
Developing comprehensive HRM strategies	5	4	3	2	1
Developing positive working environment	5	4	3	2	1
Creating managerial and leadership capacity	5	4	3	2	1
Allocating sufficient financial resources	5	4	3	2	1
Acceptance the challenges of manjor technological change	5	4	3	2	1
Managing peoples with different diversity	5	4	3	2	1
The activity of the college to develop leaders for future success of the organization	5	4	3	2	1
Competency to deal change management to mobilize peoples towards the organizational goal	5	4	3	2	1

APPENDEX B

ADDIS ABEBA UNIVERSITY

COLLEGE OF EDUCATION AND BEHAVOORAL SCIENCE

DEPARTMENT OF EDUCATIONAL PLANNING AND MANAGEMENT

INTERVIEW QUESTIONS FOR MNAGERS

1. Do you think your organization focuses more on production than on developing HRM practices?
2. How HRM programs integrate both institutional and employees Needs?
3. Does your organization practice HR functions such as health and safety, and good working conditions?
4. Do you carry out performance management, such as performance appraisals, motivation, reward ceremonies, evaluation, and auditing? If so, do employees obtain feedback from their managers?
5. Do you think the institution is a good place for growth and development of all employees? If no, why?
6. Do you think it is important to formulate and integrate HR strategy with your organization's business strategy? If so, please give an example; if not, please explain.
7. Do you think HRM practices contributed to your organization's success?
8. To what extent do managers at all levels in the institution have appropriate skills in general managerial principles and communications?
9. How do you evaluate HRM administration in terms of implementation and evaluation?
10. What are challenges in practicing HRM in your institution?
11. What strategies can be used to overcome the challenges of HRM?
12. Would you please suggest if there is anything to be changed with regard to the current human resource management practices of the institution?