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SCHOOL OF COMMERCIE

Department of Human Resource Management

**THE EFFECT OF HRM PRACTICES ON EMPLOYEE PERFORMANCE IN CASE
OF KONJIT TRADING PLC**

By: TIMAJ ABUBEKER

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

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**THE EFFECT OF HRM PRACTICES ON EMPLOYEE PERFORMANCE IN CASE
OF KONJIT TRADING PLC**

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MA PROGRAM

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OF KONJIT TRADING PLC**

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DECLARATION

I, Timaj Abubker here by declared that this thesis titled the effect of HRM practice on employee performance in the case of konjit trading plc is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Dr.Worku Mekonnen(phd). Any other sources used in this study have been duly acknowledged. Moreover, this study has not been submitted for the award of any degree or other program in this or other university.

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Dr.Worku Mekonnen(PhD)

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Abbreviations and Acronyms

SPSS	Statistical Package for Social Sciences
Std.	Standard deviation
HRM	Human resource practice
HR	Human resource

ABSTRACT

The main aim of this research was to study the effect of HRM practice in employee performance in case of konjit trading Plc, four elements of HRM practice has been applied here: job description and specification, recruitment and selection, performance appraisal and training and development as determinants of employee performance. Questionnaires were used to collect primary data by using a self-administered data collection system from 112 respondents, out of which 105 valid questionnaires were collected and analyzed. An interview with HR manger was also added to make the data more reliable. The data were analyzed using descriptive statistics (percentage, mean and std. deviation) and inferential statistics like correlation and multiple regressions. The finding revealed that there are positive and significant relationships between all the independent variables except for recruitment and selection which had a positive but insignificant relationship. Eventually the study recommends revising of the HRM practice in konijit trading plc so that they can achieve the success they desire in the organization through high employee performance.

Key words: *Job description and specification, Recruitment and Selection, Performance Appraisal, Training and Development and Employee Performance.*

CHAPTER ONE

INTRODUCTION

1.1 Back ground of study

Human resource management is a systematic approach to managing people effectively for performance. Its target is to create a more open , flexible and caring management style so that staff will be motivated developed and managed in a way that they can give of their best to support departments. Human resources are individuals or personnel workforce within a country accountable for performing the duty given to them for the purpose of achievement of goal and objectives. They are professional in organizations that perceive successful corporate social responsibility as a key driver of their financial performance, can be significant in realizing on that objective. consequently the country or the organization should give focus to proper managing of man power in an organization because it is extensively affecting the development of the organization as well as country. Remark HRM system can be the source of organizational capabilities that let firms learn and capitalize on new opportunities. Caliskan (2010) recommended that HR practices of an organization can be its competitive advantage. This is because the human capital can be used to improve 4M which are material, machine, money and methods and the most critical reason is that human resource vary among organization; it is unique and inimitable (shakuta,Ashraf, and Ghafoor, 2015).

A Country like Ethiopia who is on a growing phase ought to know the contribution of various elements and the strength of their impact on organizational performance which leads towards economic development and prosperity. Many organizations refer to HRM as involving “people practices”. There are many important HRM practices that should support the organization’s business strategy: analyzing work and designing jobs, establishing how many employees with specific knowledge and skills are needed (human resource planning), luring potential employees (recruiting), choosing employees (selection), teaching employees how to perform their jobs and preparing them for the future (training and development), evaluating their performance (performance management), rewarding employees (compensation), and creating a positive work environment (employee relations). An organization performs best when all of these practices are managed well.

In developing economies, to maintain to the growth of an organization , a new paradigm of HR practices is needed to in order to attract to retain the knowledge of workers as these qualified professional have new perception toward their career (Khiliji, 2002). Most importantly employee performance has direct correlation with performance of the organization. And performance of an organization depends on the performance of the

employees. There are several researchers that have conducted systematic studies to investigate the relationship between HRM practice and employee performance and most of them found that the impact of HRM practice on employee's performance is astonishing. (Huselid, M.A.1995,)HRM is strategic and logical approach to the management of organizations employees. Employees are regarded as valuable asset in any organization; work either individually or in a team, while contributing to achieving the set of goals of an organization. (Armstrong, 2009).

Wright and Boswell,(2002) described HR practices as set of organizational activities whose aim is to manage human capital while insuring that this human capital is employed towards the achievement of organizational objectives. While sampling his worldwide auto assembly plants, (Macuffle 1995) stated that bundles of HR practices were related to productivity and quality. Nonetheless this was both critiqued and proved by (Huseild, 1995. Ichiniowki et.at...1997) in one study discovered that organization which excels in their business tend to be those which can afford and sustain prestigious class HR practices. On other studies (katou and budhwar, 2007) claims that hr practice don't lead directly to organizational performance but influence employee motivation which ultimately influence their performance.

Business world is becoming more and more competitive with rapid change over the years, its more unstable and unpredictable however, manufacturing sector has to discover and maintain its competitive advantage besides transforming into creative and innovative. This can be done by focusing on HRM practices which deals with human resource capital (sparrow, Schuler, and Jackson, 1994). Human resource is recognized as the most important element in running a business as organizational performance including profitability is heavily dependent on employee performance (Mello, 2005).

Founded on information from job analysis which is a systematic process of determining the characteristics of job, skills and knowledge required to performing jobs and evaluate employee's performance based on performance standards. It indicated that there is no one type of system or set objectives that is best suited for all organization. As a result organizations need to design and administer performance of employee in line with organization purpose and objective. All organization needs to pay attention on employee's job performance in order to achieve pre stated objectives, and employees accomplish their duties based on specific standards stated by their managers (Mullins 2010)

Many researchers have carried out a research to establish the relationship between HRM and employee performance in the developed countries but few studies have been conducted in the developing country like Ethiopia. These previous studies examined the effect of HRM practices on employee performance among teachers and those who work on banking industries. This study specifically investigates the effects of HRM practice on

employee performance in manufacturing company at which the finding of this study will be help full for manufacturing industry to understand the influence of HRM practice by examining the selected practices.

The creation of job descriptions is the most common use for job analyses (Brannick et al., 2007). Generally, job descriptions are created by gathering together the most salient information gathered in the job analysis. Brannick, Levine, and Morgeson (2007) describes a job description as a “brief written description of work”. Job Specification explains the knowledge and skills of people who perform the job. Job specification enables to select individuals with skills to perform the job. Recruitment is the process of attracting screening and selecting qualified people for a job (Omolo, J.W., Oginda, M.N. and Oso, W.Y., 2012). Recruitment is a major part of organizations overall resourcing strategies, which identifies and secures people needed for an organization to survive and succeed in short term to medium term (Elwood and james, 1996).The main role of training and development in the efficiencies of the organization is to experience the worker in work place .greatest organizations are mindful of this necessity and invest strength and other source in the training and development. William Fitzgerald 1992 defines that training as an achievement of the understanding and skill for present the task. Performance Appraisal is a consistent, periodic, and an independent rating of an employee’s performance in matters pertaining to his present job and his potential for a better job (Flippo, 1984).

KONJIT water purifying trading plc is one of the many water production industries located in Ethiopia, like many of our manufacturing industries konjit is thriving to gain success through the right application of appropriate HR practice. And its success relies on the performance of its employee. This research will address the HR practices job description and specification, Recruitment and selection, performance appraisal and training and development.

1.2 Background of the organization

KONJO purified natural water bottling factory was established in March 2018 .KONJO purified natural water factory is located 25km far from Addis Ababa in Oromia region, after Tatek industry zone, Burayu Menagesha area. With a plot size of 5000 square meters, konjit started the development of the site by ensuring that the ecosystem was environmentally friendly.

KONJIT is one of the most competitive and fast-growing beverage factories in Ethiopia. Even though it has just joined the water production industry in year 2018 It is among the leading companies in providing the best-Natural mineral water to the consumer. The brand has gained recognition in a very short space of time in manufacturing KONJO natural mineral water.

The revolution in drinking bottled natural mineral water has witnessed the consumption of natural mineral water leap forward, coinciding with the KONJO packaging, pack sizes and product range. The superior quality and product safety is the main reason behind the increasing market share. It has helped them in touch new heights and register high sales volumes. The superior quality, safety and reliability of their products create consumer and company confidence.

1.3 STATEMENT OF THE PROBLEM

Ethiopia is slowly shifting from agriculture led to industry led economy (National Bank of Ethiopia*NBE), 2016/17). It is expected huge number of employment in the future with the growth of manufacturing companies. thus it is important to determine the effect of HRM practices towards employee performance. In this current competitive and flexible global economy, the success of the organizations depends on proper utilization and efficient management of its human capital. Thus companies can only win a competitive advantage through forging and retaining competitive human resource in their organization for a long time (Bratton and Gold, 2000).

In our country Ethiopia the effects and the impacts of HRM practices have been researched on banks public sectors but there is no research done on manufacturing sectors accordingly this paper will be the study the effect of HRM practices on this sector. Yoseph Lemma (2018) on his paper the effect of selected HRM practices on organizational performance concluded that the study is about determining the association and the effect of selected Human Resource Management (HRM) practice on the employee performance of Berhan Bank. In this regard, correlation analysis shows that HRM practice have a positive relation with organizational performance. The maximum correlation ($r=.975$) is existed between compensation and organizational performance, followed by the association ($r=.717$) between performance appraisal and management and organizational performance. All correlation between independent and dependent variables was significant at the .01 and .05 level. Therefore, all hypotheses (H1 to H6) are supported. This research concluded that proper handling and implementation of HR practices has enormous consequence on organizational performance. It is imperative for Berhan Bank S.Co to linger the investment of HRM practices to influence the market through their performance.

Mitiku Emiru Kassie (2017) on effect of training and development on employee performance concluded that Over all training and developments was positively and highly correlated with over all employee performance ($r = 0.679$, $p < 0.001$). More significantly correlated and strong Relationship of all the variables of employees' performance is ($r = 0.679$, $p < 0.001$) with training and development. Therefore, training and development has a positive effect on employees' performance. Findings of this study and supporting from the number of reviewed research papers revealed that training and development has

positive relationship and strong positive effect on employees' performance, respondents across studied in the organization effective training and development are essential for the improvement of employees' performance. Furthermore effective training and development have significant effect on employees' performance. The interview result also indicated that proper need assessment is the base of the training and development effectiveness. In general, training is very important in order to achieve excellence and competencies in skill, knowledge, ability, creativity attitude and potential to meet the organization competitive advantage. It is well known that HRM practices are not well practiced in Ethiopian industries yet. Likewise konjit trading plc has an HR system in their organization but there lies defects on the implementation, through interview and information collected from the HR department of KONJIT WATER production the researcher has learned that the weakness of the organization lies on the job analysis , the fact that they don't have job specification and a clear job description will make it difficult for an employee to know what is expected from him or her and for a manager to provide an accurate and effective appraisal, even though they use rating scale method to evaluate their employee performance the fact that training is limited only to on the job training will makes it hard to make the necessary correction leaving the company with performance gap leading to an employee with low self-esteem which will end up costing the company with unexpected turnovers. For these concerns and more this research will be conducted to study the effects of HRM practices on employee performance. This research will address the HRM practice job description and job specification, Recruitment and selection, Training and development and Performance appraisal.

1.4 RESEARCH QUESTION

This Research will address the following questions

1. Dose clarity of a job description and job specification affect employee performance?
2. Does HR acquisitions have an effect on employee performance?
3. Does HR appraisal have an effect on employee performance?
4. Does training and development practices have an effect on employee performance?

1.5 RESEARCH HYPOTHESIS

H1: The presence of clear job description is positively related to employee performance

H2: HR acquisition is positively related to employee performance

H3: HR appraisal has a positive effect on employee performance.

H4: The extent of Training and development practices will positively affect employee performance.

1.6 OBJECTIVE OF THE STUDY

1.6.1 GENERAL OBJECTIVE

This research objective is to assess the effect of the selected HRM practice on employee performance and give the necessary recommendation for this organization and others in the same field.

1.6.2 SPECIFIC OBJECTIVES

- I. To determine the effect of clear job description and job specification on employee performance at konjit trading plc
- II. To assess the effect of HR acquisition on employee performance at konjit trading plc
- III. To examine the effect of development on employee performance konjit trading plc
- IV. To investigate the effect of HR appraisal on employee performance at konjit trading plc
- V. To suggest konjit water plc on the high weight of HRM practices so that they can move towards it.

1.7 SIGNIFICANCE OF THE STUDY

The aim of this study is to examine the effect of human resource management on employee performance; therefore this paper will help bridge the gap and contribute to the organization knowledge of HRM practice and employee performance.

The study will help the company fill those gaps mentioned in the statement of the problem, it also helps to suggest and show the way on how to solve the problems stated. Furthermore it will help employees in gaining awareness on the effect that the selected HRM practices has on their performance. Since this topic is not well researched on manufacturing industries it will also help for providing information and awareness on the matter for similar manufacturing industries.

1.8 SCOPE OF THE STUDY

Generally this research aims in finding out the effect of HRM practice on employee performance by investigating konjit trading plc which is located in Tatek Industry Zone,

Burayu in the year 2020 .It addresses the concept of HR practice and employee performance which is broad and hard to examine all of its elements in this research paper. For this reason this research will be addressing recruitment (process and method) and selection (selection process), job description and job specification, performance appraisal and training and development.

1.9 DEFINITION OF TERMS

Human resource management practice is defined as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and survival of the organization and its members. (Schuler and Jackson 1987).

Training and development: is an approach on which helps to nurture individual“ knowledge, skills and attitudes in order to improve individual, team and organizational effectiveness (Aguinis, 2005)

Performance appraisal: is a method by which the job performance of an employee is measured which may be in terms of quality, quantity, cost, behavior and time (Robins, 2007).

Recruitment: Recruitment is the process of attracting, screening, and selecting qualified people for a job (Hoover, In Press).

Selection: selection is the process of making the choice of the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy (Opatha, 2010).

Job description: Levine, and Morgeson (2007) define a job description as a “brief written description of work”.

Job specification: When recruiting and screening applicants, employers utilize job analyses to determine what knowledge, skills and abilities an applicant needs to perform the job (Brannick et al., 2007). These needs are referred to as job specifications or “a written description of job requirements” (Brannick et al., 2007).

1.11 ORGANAIZATION OF THE STUDY

This research paper consists of five chapters. Chapter one provides an overview about the background of the study and the case organization, statement of the problem, the research questions and objectives, significance and scope, and definition of terms. Chapter two deals with literature related to HRM practices, employee performance and conceptual frame works are discussed. Chapter three focuses on the research methodology and chapter four provides findings, discussion and analysis of the study. Chapter five presents the conclusion, recommendation, and summary of the study.

CHAPTER TWO

2.0 Literature Review

As Hart, C., (2018). stated that the purpose of a literature review is to provide justification for a research question and to help the researcher's choice of subsequent research design. Thus, this chapter will seek to present a review of the literature pertaining to the research questions introduced in Chapter one

2.1 Employee Performance

Employee Performance is the use of knowledge, skills, experiences and abilities to complete the mission assigned in an effective and efficient way is known as employee's performance (Durbin, 2006). Among many factors employee performance is one of the factors that affect the performance of an organization. A successful business institute comprehends that HR is an essential factor that directly affects and contributes on the performance of employee. The success of an organization mostly depends on the behavior and decisions of employees, although there are many other elements, such as the organization size, the environment in what it operates and its activities to contribute in that success. Generally HRM practices are employed to evaluate the performance of the employee in the organization, and in modern time and extremely competitive climate between the organizations, the desire to improve employee performance is by improving the HRM practices. The employee's performance is use of knowledge, a skills, experiences and abilities, to perform the designated mission given by their managers efficiently and effectively. The significance of the employee performance may be in shape of many factors which includes 1) assist to considering the cost of the assets used ,2) a measure of the quantity and pleasant of activity done, 3) help to live on and excel between the firms , 4) assist in attainment of mounted overall performance goal , and finally, 5) increase the performance of the employee performance results in making the right decisions.(Kaplan) Notes that the main strategies of evaluating employee performance based on: 1) employee attributes which verify traits or qualities essential to the firm, 2) worker behaviors that are extensively used for comparing or defining employee behaviors necessary to finish a process successfully, and, 3) worker achievements which show the volume to which unique goals or aims were met, exceeded, or now not met. performance enables to take the value of assets used into consideration (Mathis & Jackson, 2004), assess the quantity and quality of work performed (Mathis & Jackson, 2004), survive and outshine among firms (Lee & Carter, 2011), measure and achieve preset performance goals and lastly improve the efficiency of the employee performance for decision making (Boysen, Demery, & Shake, 1999). Many researchers claimed that organizational performance is positively tormented by Human by Human resource management practices (Huselid, 1995; Sun, Aryee, & Law, 2007; Liao, Toya, Lepak, &

Hong, 2009). Moreover, Huselid (1995) cautioned that there was no concrete proof to aid this presumption. Good organizational performance is predicated on employee's involvement as counseled by one of a kind researchers. Besides that, employee's mind-set is the determining aspect while translating HRM regulations and practices into particular performance (Ramsay, Scholarios, & Harley, 2000; Nishii, L., 2008). Organizational performance is highly dependent on the employee performance and successful organization acknowledges that human resource contributes to performance (AL-Qudah, Osman, Ab Halim, & Al-Shatanawi, 2014). HRM practices are carried out for worker's performance evaluation and in this highly aggressive era, enhance HRM practices may want to have accelerated worker performance (Caliskan, 2010; Bowra, Z. et.al, 2012).

2.2 Human Resource Management Practices

Schuler and Jackson (1987) implied that HRM as organizational activities for talent pool management with the motive of resources are utilized aligning with organizational goal. According to them, HRM consists of different practices and its associated functions could be used for managing people in the organizations. Other than that, definition offered by Delery and Doty (1996) describe that HRM contributes to the achievement of business objectives by having an internally rational policies and practices designed for firm's human capital. HRM practices including job description and specification, recruitment, training and development, appraisal and selection of perspective employees at which influencing the human resource policies and lastly provide direction for the development of human resource philosophies as a whole in an organization. HRM practices acts as the backbone of the organization structure and its main responsibility is to transform the operational system into modern system in order to fulfill present requirements and needs regardless of the rapid technological development (Priyadarshini & Venkatapathy, 2005). Adding to that, HR Practitioner better focuses on system approach rather than implement specific practices (Lepak, Bartol, & Erhardt, 2005). moreover, HRM practices complement each other and it is better to be looked from an integrated perspective for a more comprehensive and holistic view (Lepak and Snell, 1999; Lepak et al., 2005). As stated by Purcell (2003), employee commitment is positively influenced by the HRM practices. HRM needs can be identified within the context of organizational objectives through HRM planning and many kinds of micro-staffing can be introduced for meeting the needs as long as the needs are identified and understood in advance (Montgomery, 1998; Heraty and Morley, 1998; Paul and Anantharaman, 2003). Saha and Gregar (2012) implied that HRM acts as the backbone of any business for better competitive advantage as these competitive practices are designed for productivity enhancement and has driven the knowledge development process in the aspect of knowledge transfer.

2.3 Recruitment and Selection

Recruitment is the procedure to completely fill the provided work positions in required number and characteristic of the candidates, just as to meet the desires and necessities of the association. Recruitment is utilizing the analysis of the job so as to pick the needs and requirements of the association, and it's related to the adopted strategy by the organization through human resource management planning. Associations choose cautiously the policy of recruitment because of what is reflecting from the general procedure of the association. There are numerous elements that affect many the recruitment procedure and can be categorized to internal and external factors. The limitations that are set by the government and the labor market limit the improvement procedure of recruitment policies and it viewed as the main external factors. The association arrangement and the vision of the association can be considered as a marker to the effort of the recruitment and it's an example of the internal factors. As an expert HR administrator, it is important to have the capability and ability to pick fitting representatives and spot them in a reasonable work position. Selection is an indispensable component in HR capacities, on the grounds that the employee's selection has close relationship and connection with the associations turn of events. Selection is gathering the data about the candidates to reach on a choice on who is fit and ought to be utilized on each work position. Enrollment is the procedure finding and attracting the feasible resources for filling up the vacant positions in an organization. It sources the candidates with the capacities and demeanors, which are required for accomplishing the targets of an association. Recruitment process is the procedure of distinguishing the employments opening, breaking down the activity prerequisites, looking into applications, screening, short listing and selecting the right candidate. To redesign the productivity of hiring it is recommended that the HR group of an association follows the five prescribed procedures. These five practices guarantee fruitful enlistment with no fallbacks. Likewise, these practices additionally guarantee consistency and consistence in the enrollment procedure.

Recruitment process is the initial step in creating a powerful resource base. The procedure undergoes a efficient procedure beginning from sourcing the assets to organizing meetings lastly choosing the correct applicants.

Recruitment Planning

Recruitment planning is the initial step of the enrollment procedure, where the open positions are analyzed and portrayed. it incorporates work details and its temperament, experience, capability and aptitude required for the activity, and so on.

Identifying Vacancy

The principal procedure of enlistment plan is distinguishing the employment opportunity. This procedure starts with getting the order for enrollments from various division of the association to the HR Department, which contains –

- Number of presents on be filled
- Number of positions
- Duties and obligations to be performed

Qualification and experience required Job Analysis is utilized for procedure of recognizing, investigating, and deciding the obligations, duties, aptitudes, capacities, and workplace of a particular activity. These components help in distinguishing what an occupation requests and what a worker must have in playing out a vocation gainfully. Employment examination helps in understanding what undertakings are significant and how to perform them. Its goal is to make and report the activity relatedness of work methodology, for example, choice, preparing, pay, and execution evaluation. The quick results of occupation investigation are sets of responsibilities and employment particulars. At that point follows Job Evaluation which is a similar procedure of dissecting, surveying, and deciding the relative value/worth of a vocation comparable to different employments in an association.

Recruitment Strategy

Enrollment procedure is the second step of the enlistment procedure, where a technique is set up for recruiting the assets. Subsequent to finishing the planning of job descriptions and job specifications, the second step is to decide which strategy to adopt for recruiting the potential candidates for the organization.

1. Searching the Right Candidates

Looking is the procedure of enlistment where the assets are sourced dependent on the necessity of the activity. After the enrollment system is done, the looking of applicants will start. This procedure has two stages –

- Source initiation – Once the line director checks and allows the presence of the job opening, the quest for competitors begins.
- Selling – Here, the association chooses the media through which the correspondence of opening arrives at the forthcoming up-and-comers.

Searching includes attracting the job seeking candidates to the vacancy. The sources are commonly divided into two classifications: Internal Sources and External Sources.

Internal Sources

Internal source of recruitment refers to enrolling workers inside the through Promotions, Transfers, Former Employees, Internal Advertisements (Job Posting), Employee Referrals, Previous Applicants

2. Screening/Short posting

Screening starts after finishing of the way toward sourcing the applicants. Screening is the way toward filtering the applications of the candidates for further selection process. The screening procedure of enrollment contains of three stages

I. Reviewing of Resumes and Cover Letters

Checking on is the principal phase of screening competitors. In this procedure, the resumes of the applicants are looked into and checked for the competitors' education, work understanding, and generally speaking foundation coordinating the prerequisite of the activity, while going over the resumes, a HR official must remember the accompanying focuses, to guarantee better screening of the potential up-and-comers

II. Performing Telephonic or Video Interview

Directing telephonic or video interviews is the second phase of screening applicants. In this procedure, after the resumes are screened, the potential applicants are reached either by telephone or video by the recruiting administrator.

III. Determining the top competitors

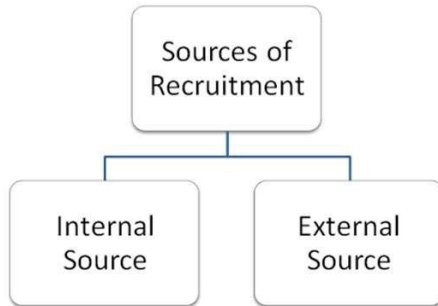
Recognizing the top applicants is the last phase of screening the resumes of potential applicants. In this procedure, the top layers of resumes are shortlisted; this makes it simple for the employing administrator to take a choice.

3. Evaluation and Control

Assessment and control is the last stage in the enrollment procedure. In this procedure, the adequacy and the legitimacy of the procedure and strategies are surveyed. Enrollment is an expensive procedure; henceforth it is significant that the presentation of the enlistment procedure is profoundly assessed.

Kinds of Recruitment

For any association, enlistment is a significant piece of creating and keeping up a compelling and proficient group. A decent enlistment procedure will dispose of the wastage of time and cash, which would have acquired for broad preparing and improvement of unqualified resources.



A. Internal Sources of Recruitment

Internal source of recruitment allude to recruiting workers inside the association. In different terms, candidates looking for the changed positions are the individuals who are as of now utilized with a similar association. There are various sorts of interior source: Promotions, Transfer, and Recruiting Former Employees, Internal Advertisements (Job Posting, Employee Referrals, and Previous Applicants.

B. External Sources of Recruitment

External source of recruitment infers to employing workers outdoor the office through Direct Recruitment, Employment Exchanges, Employment Agencies, Advertisements, Professional Associations, Campus Recruitment, Word of Mouth.

Also called to e-recruitment is the practice of utilizing age and particularly web based resource venture concerned with finding, drawing in surveying meeting and employing new faculty. The rationale of e recruitment is to make the techniques concerned more noteworthy productive and compelling just as substantially less costly. Online enrollment can arrive at a major pool of potential work force and encourage the choice procedure. accordingly the HR office should be adaptable enough to choose between internal or external methodologies of enlistment, contingent on the prerequisite of the association.

Concepts of Selection

Selection is the next step in the process of man power planning and acquisition. It is the way toward picking choosing the appropriate candidate that coordinates the activity necessities in the association. selection process in huge associations might be long and will be more extensive for assembling associations and contrasts from one industry to other dependent upon the undertaking and seriousness of the business. The last yield of each choice procedure is arranged into two classes as selected and not selected while the selected will push forward for situation the later will be dismissed. Neeraj (2012) describes selection as the process of picking individuals who have relevant qualifications to fill jobs in an organization. It is a lot more than just choosing the best candidate. “It is an attempt to strike a happy balance between what the applicant will and desires to do and what the organization requires”. Selecting the right employees is important for three main reasons: performance, costs and legal obligations (Neeraj 2012).

The basics and perks for Selection include picking individuals possessing relevant qualifications, matching job requirements with the profile of the candidates, using a multiple tools and techniques to find the most suitable applicant who is the most suitable of achieving success on the job. Selection is the process of choosing the most suitable applicant from the pool of applicants recruited to fill the relevant job vacancy (Opatha, 2010). Selection is the process by which specific instruments are engaged to choose from the pool of individuals most suitable for the job available (Ofori & Aryeetey, 2011). Selection includes the use of one or more methods to assess applicant's suitability in order to make the correct selection decision and can be alternatively seen as a process of rejection as it rejects a number of applicants and select only a few applicants to fill the vacancy. Thus, selection function may be a negative function rather than a positive function (Gamage, 2014).

Recruitment and selection are fused components that influence the performance of the employees. Recruit and select fitting representative for reasonable situation of work have close connections and associations with the association's turn of events. Various investigations have discovered positive connection among enlistment and determination and worker execution. Huselid stated that by adopting best practices in recruitment and selection, it allow the good quality of skill in the organization. He also emphasized on importance of training as complement of selection practices through which the organizational culture and employee behavior can be aligned to produce positive results. Tessema and Soeters the extent of HR practices affect performance at the employee level in Eritrea. Since performance is a multi-faceted and complicated concept, HRM outcomes were used as interceding element between HR practices and employee performance and the result was positively with the relationship between recruitment and selection and performance at the employee level. Alnaqabi described HR practices and other factors such as job satisfaction, organizational commitments and leadership practice that affect employee performance in UAE with emphasis on public organizations. Alnaqabi showed the positive impact of recruitment and selection toward the performance of the employee. A connected study by Smith and Lynch, implied that recruitment and selection is the first stage in employee evaluation process. This is connected with identify, attract and select the appropriate applicant to meet the requirements of the jobs in the organization. This process is vital to make sure about the outcomes of the recruitment and selection process in the organization. Adeyemi, Dumade and Fadare (2015) in the study of the influence of recruitment and selection on organizational performance using questionnaire to study a sample of only twenty respondents of Access Bank branch. The study implies that, advertising of job vacancies to general public, use of employment agent(s), and the study also show that employee referrals are mostly the mode for recruiting potential employees, it was also realized that the method used in the recruiting and selection process was very effective. The study employed a very small sample which cannot be generalized to represent the entire access bank employees. Jonathan et al (2012) in their study of the

effect of recruitment and selection of employees on the performance of small and medium enterprises in Kisumu Municipality- Kenya the study showed a significant effect between recruitment/selection and SMEs performance, that recruitment and selection accounts for 72.4% of the variance in the performance of the SMEs and the better the recruitment and selection, the higher the performance of the SMEs. As reported by Wright, P.M., Dunford, B.B. and Snell, S.A., 2001 planning for future job and employee needs as well as the way the organization performs within its various functions is an essential aspect. Wright, P.M., Dunford, B.B. and Snell, S.A., 2001 examined the effect of selection process to the performance of public institutions in Tanzania and revealed that there is direct correlation between selection process and the performance of public institutions. recruitment and selection, Mustapha, A.M., Ilesanmi, O.A. and Aremu, M., 2013. opined that the aim of recruitment goes beyond mere filling of vacancies to include individual development and achievement and building a strong organization where effective team work, and the individuals needs are realized at the same time. The study claimed that to achieve this aim, the organizations must adopt recruitment policies that are internally consistent and which are also consistent with the objectives of the organization and the expectations of the larger society. Recruitment and selection the study of Opayemi, and Oyesola (2013) established the relevance of some personal attributes or socio-demographic factors as influencing perception of the link between selection interview, selection test and employee performance. The study implied that employees in the age range of 20-25 years reported the highest mean score on perception of the link between selection interview, selection test and employee performance. Therefore, recruitment/selection interview and recruitment/selection test are good predictors of employee performance, if conducted in a standardized form. Adeyemi et al (2015) also stated that employees should all be treated fairly in the recruitment and selection process and be appraised constantly to ensure that they improve upon their performance. Ekwoaba, Ikeije and Ufoma (2015) in a study of the impact of recruitment and selection criteria on organizational performance revealed that recruitment and selection criteria have significant effect on organization's performance that the more objective the recruitment and selection criteria, the better the organization's performance. Kepha, Mukulu and Waititu (2012) employed descriptive research designs to study the influence of recruitment and selection on the performance of employees in research institutes in Kenya a sample size of 256 employees of the population drawn from all Government owned research institutes, the study revealed that the correlation between employee performance and recruitment and selection were highly significant at 0.374 ($P=0.000$). Sule, O.E. and Elizabeth, U.I., (2013) also agree with this by saying that "what we see as tools, machines, production methods and techniques, which constitute hard and soft technologies are merely manifestation of what had earlier existed in the minds of men, in the form of ideas, that had become crystallized from human thoughts" therefore the issue of employees recruitment process into organizations is very dominant

to the ongoing existence of an organization consequently the failure of the employee is the failure of the organization.

2.4 Job description and job specification

Job analysis comprises of collecting data and applying it by preparing job descriptions, job specification and job standards. (Bratton and Gold, 2007). Hence, a job description is a result of a job analysis. Where the job analysis describes the general requirements of a certain job, the job description will explain in detail the different tasks to accomplish during the day. “The process to make a job description is to have a strong reflection on the available sources of expertise.” (Richard, 2007). The principle thought of a job description is to distinguish the basic capacity of a work. One of the primary reasons for a job description is to be utilized as an instrument during the enrolling procedure. The set of working responsibilities ought to be sufficient spellbinding yet in addition exceptionally clear to comprehend. Clear job description will give the open door for the group to cooperate and work quicker. It will increment additionally the nice sentiment of the representatives. The job descriptions can be multipurpose tools that can be used in every aspect of the employment process (Arthur and Diane, 2006). The creation of job descriptions is the most common use for job analyses (Brannick et al., 2007). Generally, job descriptions are created by gathering together the most salient information gathered in the job analysis. Job descriptions essentially summarize the findings of the job analysis and highlight the most important elements of the job. Brannick, Levine, and Morgeson (2007) describes a job description as a “brief written description of work”. As stated by Brannick et al. (2007) job descriptions are used to provide information regarding what precisely the job entails to people that do not perform the job. The aim is to provide an overview of the job to those who are not familiar with it. Grant (1988) implies that a job description as the “blueprint” of a job. This means what tasks and responsibilities must be performed as part of the job. Researchers and professionals are generally in agreement over what a job description consists of: identifiers, summary, duties and tasks, and often other information (Brannick, et al. 2007). Cascio (1998) narrets the content of the job description using different terms than Brannick et al. (2007); however, they convey the same information. He states that there are five elements of a job description, including the job title, job activities and procedures, working conditions and physical

environment, the social environment, and conditions of employment. One such aim is to assist in staffing (Cascio, 1998). Companies use job descriptions to inform potential candidates about what the job entails. This allows candidates to gain an understanding of the job and determine if they are fit and want to apply for the job. Often job descriptions are included as part of the posting to recruit applicants for a position. As per Brannick et al. (2007) job descriptions are designed for the novice, not a job expert. Job Specification explains the knowledge and skills of people who perform the job. Job specification enables to select individuals with skills to perform the job. If people are incompetent to do the job, managers provide them training facilities. Selection, training and placement programs largely depend upon job specification, i.e., knowledge possessed by individuals and knowledge required to be possessed by them. "Job specification states the minimum qualifications that a person must possess to perform a given job successfully." It identifies the knowledge; skills and attitudes needed by job holders to perform their jobs effectively. After identifying job description and job specification, the jobs are evaluated. Job evaluation is the rating of the jobs on the basis of their importance in the organization. The importance of a job can be seen on the basis of skills required to do that job, complexities of the job and difficulties and stress to be faced while performing that job. The jobs are arranged in the descending or ascending order of their significance and rewards and compensation are preset for each job. It helps in setting up equal pay for equal jobs.

2.4.1 Usefulness of Job Description

Effectively developed job descriptions are communication tools that are important in organizations success. Poorly, written job descriptions, on the contrary, add to workplace confusion, hurt communication and make people feel as if they do not know what is expected from them .Job descriptions are written statements that depict the duties, responsibilities, required qualification, and reporting relationships of a particular job. Hence, job descriptions are based on objective information obtained through job analysis, an understanding of the competences and skills required to accomplish needed tasks, and the needs of the organization to boost productivity in work. A positive job description provides an prospect to clearly communicate to company direction and they tell the employee where he or she fits inside of the big picture of the organization. Effective job descriptions will help to adjust employee direction. Adjustment of the people to

employee with specific goals, vision, and admission spells success for the organization. In fact, whether in recruiting new employees or post jobs for internal applicants, job descriptions tell the applicant exactly what one wants in the selected applicants. In addition, job description is helpful in framing questions to be asked in the selection interviews, it helps during the orientation or induction process and in placement of new employees on job positions or when transferring or promoting coworker. Therefore, effective job descriptions are practical and helpful in the areas of Human Resource Management such as in job grading and classification, career paths and career development, handling grievances relating to the duties and responsibilities, work measurement and working improvement, defining the limits of authority, training and development, developing performance standards, making good relationship and conducive environment at workplace between employees and employers/management and customers. Also, in line with the above Hackman, J.R. and Oldham, G.R., 1974 argues that the information of effective job description will be helpful for job evaluation, job redesign, performance management and organization change. Similarly, Mahesh, M. and Lee, J., 2003 sees job description as a check-list which is useful in performance appraisal, helps individual employees to have their own self-appraisal and self-development. Job description also, helps managers to prevent misunderstandings which could otherwise mar the performance of the organization. By using effective job description managers can decide when a worker is due for promotion on the basis of his or her job performance or when his or her experience can best be utilized elsewhere.

2.4.2 Employee's Performance Related to Job Description

blurred defined job description may cause dissatisfaction which is among symptoms of a fundamental employee problem that should be addressed, overlapping of job, low morale and poor performance. Other elements that delay employee's performance linked to job description are problems that stem from employee perceptions on how they are treated at work and the match between individual and organization needs and desires. Thus, job description if not planned well can decrease flexibility and it has been criticized on the ground that a job is largely what the job holder makes it to be. Hence, unusual or high levels of absenteeism and turnover also represent force for change (Parker, S.K. and Wall, T.D., 1998). Accordingly; it can be argued that organizations might react to these problems by using the various approaches to job analysis and job description by reducing employees' role conflict, overload, and ambiguity of their jobs. Moreover jobs are modified when work patterns in the organization are changed. Jobs tend to be dynamic and not static. Consequently job description can quickly become outdated. Job description has an ongoing purpose throughout the employment lifecycle so it pays to spend some time getting it right from the outset. It is necessary to make job description as clear as possible. Prospects for positive change stem from employee participation and

recommendations are required to increase performance toward producing more to meet the organization goal.

2.4.3 Job specifications

When recruiting and screening applicants, employers utilize job analyses to determine what knowledge, skills and abilities an applicant needs to perform the job (Brannick et al., 2007). These needs are referred to as job specifications or “a written description of job requirements” (Brannick et al., 2007). Job specifications can consist of job requirements such as written communication skills or prior experience in a certain field. Job specifications allow companies to establish the educational, professional and certification requirements for a person performing a job. Prien and Hughes (2004) demonstrated that minimum qualifications, such as education requirements, can be established by utilizing a quantitative job analysis designed to measure the educational achievement needed to perform a task. Moreover, Prien and Hughes’ study, knowledge required was linked with levels of education. A study by Suthar, B.K., Chakravarthi, T.L. and Pradhan, S., (2014) assesses the accuracy and usefulness of job descriptions by examining the best way to form, design, and make job descriptions Amos et al., (2004) described that job specification deals with the personal aspects of the job and education or qualification background, skills, knowledge and ability. In a layman human resources term, the job description can be associated with the hard issues whilst the job specification may focus some soft issues.

2.5 Training and development

Training need assessment

Effective training or development relies on knowing what is required - for the individual, the department and the organization as a whole. With limited budgets and the need for cost-effective solutions, all institutions need to ensure that the resources invested in training are targeted at areas where training and development is needed and a positive return on the investment is definite. The purpose of a training needs analysis is to close the gap between the actual and desired situations by determining discrepancies in outcomes, placing them in order of priority and selecting the most important for closure or reduction (Witkin, B.R., Altschuld, J.W. and Altschuld, J., 1995). The training needs analysis is an important stage for the purpose of planning a training that will successfully seal the gap between the real and preferred situations. It ensures that the right remedy is applied to the right problem. the preferred areas of training must be those ensuring that the anticipated outcome will be achieved, as well as maximum gains for the

professionals and their organization as there is limited budgets available for training. (Bansal, A.and Tripathi, J.P., 2017). In some contexts, as described below, needs analysis is crucial (McConnell 2003).

1. If there is a Changes in the system or in work
2. In case of new technology introduction
3. If there is new governmental rule in order
4. in case of declining quality and work performance in a department or organization.
5. Lack of skills and knowledge
7. Absence or lack of motivation in employees appears

Training Need Analysis Process (Cekada, T.L., 2010). Cekada, T.L., described a three-tiered approach in a needs analysis.

Organization Analysis

The business enterprise evaluation allows organization the viewing of the performance of the organization. It is thrilling to word that whilst this evaluation does no longer indicate a particular training need of an individual it could highlight performance troubles in specific departments inside the company.

Operational Analysis

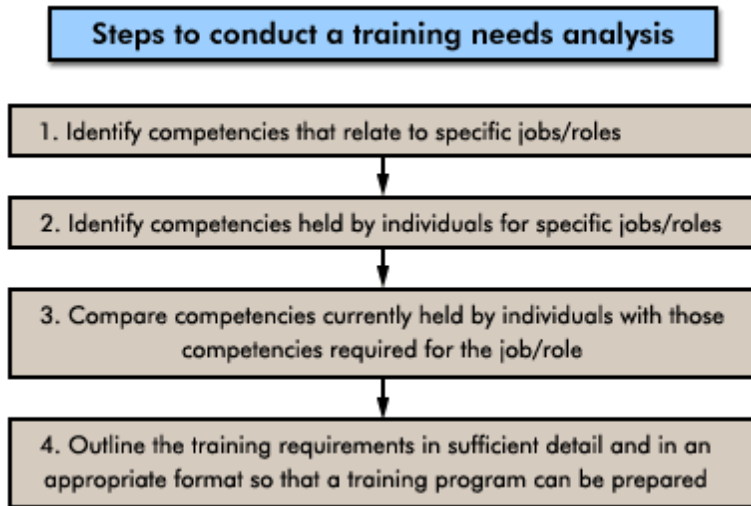
At the operational evaluation we can be targeted analysis on what Knowledge, Skills and Abilities are required carry out certain jobs/tasks. This information can be gained by:

Person Analysis

This is where look at how properly the team or individual plays the task/job. Again there are many tools that are available to the extent of groups and individuals skills, know-how and abilities. a range of tools are available to evaluate the extent of teams and individuals skills, knowledge and abilities. These include:

The Steps to Conduct a Training Needs Analysis

The Australian National Training Authority (1999), has provided a diagram that lists the steps needed to conduct a



Training and development is a planned process which let employee depict to new knowledge and acquire new skills and technologies in order to maintain or improve the performance in the workplace. Johnson, A. and Proctor, R.W., (2016). defines that training as an achievement of the understanding and skill for present the tasks. Next, Goldstein & Ford, (2002) describe training as a systematic method for learning and development to increase person, team and the organizational efficiency. It also support the opinions of Johnson, A. and Proctor, R.W., (2016) while Elnaga, A. and Imran, A., (2013) refers the significance of training by stating that it increases the employees job performance and bring other positive changes such as acquisition of new talents. In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings Aguinis, H. and Kraiger, K., (2009). Training has traditionally been described as the process by which individuals change their skills, knowledge, attitudes, and/or behavior. In this context, training involves designing and supporting learning activities that result in a desired level of performance. On the contrary, development refers to long-term growth and learning, directing attention more on what an individual may need to know or do at some future time. While training focuses more on current job duties or responsibilities, development points to future job responsibilities (Wilson, 2001). Effective trainings convey relevant and useful information that inform employees and develop skills and behaviors that can be transferred back to the workplace. Trainings involve presentation and learning of content as a means for improving skill development and alleviating workplace behaviors. These two processes, training and development are often closely related. Training can be employed as a positive means for developing skills and expertise to prevent issues from arising and can be an effective tool in resolving any skills or performance gaps among staff. Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Aguinis,

2005). Training has been demonstrated to create performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior. Therefore, training is one of the crucial HRM practices especially successful organizations (Robbins S. P., 2003). Kuballa (2007) recommended that the investment on workforce is actually for the organization's own benefit as the trained workforces have higher productivity and contribute to higher organizational effectiveness and such organization is capable to attract workforce with higher quality. In addition, timely training helps to increase the adaptability and flexibility of workforce, ensure the employees acquire high level of skill and at the same time develop the knowledge and positive attitudes in order to maintain the competitive advantage (Schuler & MacMillan, 1984; Sherman & Snell, 1998; Hale, 2005). Training and development can be used to enhance employee's capability, help the employee to achieve the lifelong career capability and promote the organization commitment towards achievement of company's goals (Paré & Tremblay, 2007). Samuel and Chipunza (2009) stated that training and development is known as the most crucial tool for every employee to expose and acquire new knowledge and skills in order to maintain the performance in this highly competitive work environment. additionally, Arthur et al. (2003) concluded that training has positive effect on job-related behaviors or performance. likewise, Khalid, Rahman, & Ilyas (2014) and Sattar, Ahmad, & Hassan (2015) proposed that training showed positive and significant effect on employee performance. Hassan (2016) has come to the conclusion that training plays a positive role in increasing employee's performance. As said by Tzafrir (2005), training is an important element in producing the human capital. Investing in training programs can make employees feel indebted to the company. Training is essential for the employees to execute jobs because job requires skills and knowledge by which the job is much easier to perform as it is in the benefit of the employee. Qureshi et al (2007) concluded that training as an HR practice has a very positive impact on the performance of the employees as there is highly positive correlation is found in the study. Castillo, et al, (2009) implied that, training provides employees with the skills, abilities and knowledge required by the post. This effect can be explained in a way that the organization is interested in investing in training for the employees and giving them confidence and intends to count on them in future, they will make more effort and give their best at their work in an effective way.

2.5.1 METHODS OF TRAINING

The selection of training method need to be based on identified training needs, training objectives, understanding of the trainees, the resources available and an awareness of learning principles. The most popular training and development method used by

organizations can be classified as either on-the-job or off-the-job (Coulter & Robbins, 2005).

A. On-the job Training

This is the most mostly used training method which is the simple and less costly method to manage. In this method, the training takes place in the employee's actual work situations and makes them appear to be immediately productive. Here, there is a close association between trainer and learner. The following are commonly used methods under this method.

Learning by doing: is a very well-liked method of teaching new skills and methods to employees. Here, the new employee observes a senior experienced worker and learns what to do.

Mentoring: is also the alternate version of on-the job training whereby a senior or experienced employee takes charge of the training and development of a new employee; whereby the mentor acts as an advisor and protector to the trainee.

Shadowing and job rotations: is also the other kind of on-the-job training which aims to reveal trainees a feel for the organization by giving them the experience of working in different departments. Job rotation is a management technique used to rotate incumbents from job to job or from department to department or from one plant to another in different geographical areas.

B. Behavior Modeling

This type of training method is conducted to allow the trainee learn the behaviors appropriate for the job through role-playing.

C. Understudy Training

An understudy is a person who is training to presume a position at a future date, the duties and accountabilities of the position currently occupied by the person in understudying. An individual or group is assigned to help a superior officer in the performance of his duties connected to the position and at times left to grapple with the day-to-day problems which confront the superior in the performance of duty. They are allowed to solve them with or without the help of the superior.

2.5.2 THE TRAINING PROCESS

Training in an organization involves systematic approach which generally follows a sequence of activities involving the establishment of a training policy, followed by training needs identification, training plans and programs design and implementation, evaluation and training feedback for further action (Aguinis, H. and Kraiger, K., 2009).

A. Training Policies and Resources

Companies should have different policies for training according to the class or level of employment or level of employees to be trained.

B. Determination of Training Needs

Training need is any underperformance in employee performance, or potential performance which can be adjusted by appropriate training practices. The initial step in managing training is to determine training needs and set goals for these needs. Organizations adopting a systematic approach to training and development will usually set about defining their need for training in accordance with a well-organized procedure.

C. Determining training objectives and training plan

After these analyses have been done, it is easier for the training objectives to be recognized and also to know what the learners must be able to do after the training program. It is essential for company to realize that in designing a training program, it is equally important to consider what the trainees should know or be able to do after the training is complete. Training objectives should be attainable and measurable.

D. Presenting the Training

This is a stage where the execution of what planned takes place. As a result the stakeholders have to be smart and effective applying what they planned and in avoiding any inconveniences. In doing so, they have to select the right trainer, training place, facilities, time and method.

E. Evaluation of Training

Upon checking the effectiveness of training, the training program is checked during and after its completion by the training officer, the line manager, and if necessary, by the

trainees themselves. Evaluation is a vital feature of training, but it could be tricky because it is often hard to set measurable objectives. The process involves rating performance against company-set standards, and providing feedback as to quality of work performed (Ann Gilley and W. Gilley, 2009).

2.6 Concepts of Performance Appraisal

Great manpower can create a good organization and productive employees can effectively contribute in an organization. Motivated employees assist an organization to achieve its goals. Therefore, the organization should constantly ensure that motivation of employees boost timely. Performance appraisal doesn't profit only employees Organization that utilization the consequences of performance appraisal to differentiate zones of quality and opportunity can profit also. Performance appraisal can offer a sign of zones of training need and in addition provide direction for initiative advancement, performance improvement and succession planning. The present stress is on supervision of employees or the manager who should make a civilized attempt to assist their subordinate with achieving organization and individual roles appointed by performance appraisal programs. Performance Appraisal is the systematic evaluation of the performance of employees and to understand the skills of a person for further growth and development. Performance appraisal serves as a motivational force that helps employees for greater performance.

Performance appraisal is one of the most widespread management practices employed in all organizations worldwide. Each and every company employs performance appraisal as a tool for getting knowledge about the employee and take effective decisions about specific employee. A performance appraisal (PA), furthermore is known as a performance evaluation, performance review, (career) development discussion. Employee appraisal is a system by which the job performance of an employee is reported and evaluated. It can be depicted more productive and less proficient employees systematically and discover the proper training need to improve the employees performance. In short, performance appraisal is an estimation of how well somebody performs job-relevant tasks.

Performance Appraisal (PA) is a part of Human Resource Management and it is one of the most vital functions of HR managers. It include identifying, measuring, influencing and developing job performance of employees in the organization for set norms and standards for a particular period of time in order to achieve various goals and Objectives. Employees should be dedicated towards set targeted preferred standards of job performance and they should improve job performance for long term sustaining profitable growth .Employees This incudes getting optimum use of the available knowledge, skills and abilities in the workforce to optimize employee productivity and give an organization a competitive advantage.

Performance appraisal should be prepared either every year or semi-yearly for motivations behind checking execution. The examinations help in systematically assessing the exhibition of worker contiguous allotted undertakings. Performance evaluation has become an unquestionable requirement and a must have apparatus in numerous organizations since results of such examinations are helpful in dynamic in issues of representatives' advancements, merit compensation additions, moves and partitions, distinguishing proof of preparing and improvement needs, among numerous different things. Performance appraisal may also, overall, improve employees' commitment and satisfaction in an organization. (Wiese and Buckley, 1998). In a study about the effects of human resource practices on employees' performance in the Pakistani's Telcom sector, Marwat, Qureshi & Ramay (2009), stated that amongst other HR practices, performance appraisal was positively correlated with employee performance at 0.47, which indicates a strong correlation. 60 questionnaires were distributed over to employees in the telecom sector, whereby the response rate stood at 96%. Hassan (2016), also concluded that performance appraisal is positively correlated to employee performance. The study was also carried out in Pakistan, whereby 68 respondents were interviewed. Pearson correlation was used in measuring the correlation of the various HR practices with employee performance. Performance appraisal had a 0.79 correlation with employee performance. The study founded that HRM practices have an influence over employee performance (Hassan, 2016). Several studies have suggested and stressed on the importance of defining, planning and managing performance, with the employees, before evaluating the same. (Pareek and Rao, 2006). This will verify that objectives are at first set and settled upon, and it is against these objectives that performance will be estimated. Numerous associations have been compelled to change their training from being receptive to being proactive, suggesting that associations are currently more farsighted than responsive. What this basically implies is that associations presently practice proactive execution the executives rather than responsive execution examinations. This has been found to be necessary in boosting productivity and improving organization performance, while enabling the organization to have a competitive advantage in the highly economically competitive environment. (Nayab, 2011). Performance management involves planning and appraising performance, and afterward sharing outcomes or giving feedback to the employees. In the event that there are results that are beneath desired outcome and not empowering, the executives should offer directing administrations or counseling service to the representatives, while featuring zones that need enhancement for their performance. counseling might be utilized as a methods for representatives to maybe feature any issues, individual or not, that block them from performing or accomplishing their objectives. Performance management is an organized process for raising performance standards in an organization through increasing its employees' performance. (Armstrong, 2006). Different firms, however, have different HR practices and policies, and hence it is, important to understand if the difference in HR policies usually influences the performance of the employees in other sectors of business.

2.6.1 METHODS OF PERFORMANCE APPRAISAL

There are many methods that are used to evaluate employee's performance. It may be evaluated on the basis of his traits and attributes as well as on the basis of his work or results and objectives achieved by him (Mullins, 2010). The most frequently used individual appraisal systems have been discussed below.

Rating scale: this here is one of methods that go way back in time and it is the most admired method of evaluating individual performance. It is the individual appraisal method which is the oldest and most admired method of evaluating individual's performance. In this technique, the appraiser judges the employee's performance along a scale from low to high.

Checklist method: is also the other individual appraisal method where a list of statements or terms that describe employee job performance or behavior are prepared and cross checked after the evaluation. It is in the form of yes-no response

Forced choice method: in this method the appraisal form is made up of various sentences that has a couple of positive or negative report with a relation to various classes of characteristics such as learning ability, co-operation, leadership, dependability, loyalty, attendance, work performance etc.

Critical incident method: during this evaluation the rater reports an extreme or astonishing performance shown by the employee while he is working.

Field review method: this is also another type of individual appraisal method, here there is a certain specialist of a specific department whereby he goes into the field and assist the supervisor in rating the employee in evaluation.

Performance test and observation method: this is also categorized under the method individual appraisal which plans to test the know-how and skill of an employee. The evaluation is done by giving the employee a paper-pencil test or requiring demonstration of the skill in a practical situation.

Group Appraisal Methods

There are different types of methods that are employed to appraise the performance of group of employees. Usually, these methods are employed to grade a variety of employees in a group or groups according to their qualities.

Factors and points method: on this method the elements affecting the performance of employees are stated at first and each element is given points as per their importance accordingly the sum of all elements is used.

Ranking method: this method is one of the simplest and easiest methods of judging the performance of a group of employees by designating ranks in order of their performance. As a matter of fact the employees based on their output can be ranked like first, second, third, fourth and so on,

Paired comparison method: is also the another type of group appraisal which has a slight difference from ranking method. In this method, each performance of employee is compared against another employee and the evaluator selects the better result of each couple by taking one couple at a time.

Forced distributions: the other type of appraisal is of group appraisal where the employees are rated and categorized into categories like best 10%, next 20%, middle 90%, next 20% and lowest 10% of employees.

Other Methods

There are some methods which are future-oriented. This means that they evaluate employee potential for future performance. They also intend at setting future performance objectives. The techniques which are listed below have a bearing on future performance goals (Martin, D.C. And Bartol, K.M., 1986). Self-appraisal is the other appraisal method where by the employee appraise themselves against fixed standard. Such self-evaluation helps an employee to understand what strengths and weakness he or she has.

Appraisal by results/management by objectives approach: this method is employed in an organization where by the attempts of all members of the organization including management, supervisors and subordinates are directed towards recognition of enterprise objectives.

360 ° Performance appraisals it is method of employee performance appraisal where by the appraisal is done by any person with whom employee is connected for performance of his job like his supervisors, subordinates, customers, managers etc. Performance can be evaluated on any day and from any angle of his work.

A behaviorally anchored rating scale : in this method of performance appraisal there is a combination of techniques applied in the weighted check list rating and critical incident method.

Cost accounting methods: in this type of performance appraisal method the evaluation of performance of employee is based on cost. Both the cost of employee and his output are considered and the relationship is established between cost and benefit.

2.7 Empirical review

Mansour, (2010) analyzing the relationship between human resource practices and firm performance. Using companies in Saudi Arabia, this study tests the proposition of HR practices. The research discovered a positive relationship between the overall HR practices (by using recruitment, training, participation, performance appraisal, and compensation and benefits as the variables) and the performance of the firm.

Tanveer, Y., & Zeeshan, M. (2011) on the article journal, "The impact of Human Resource Management practices on the performance of the employees" claims that all variables (recruitment and selection, training, performance appraisal) are found to be significantly related with performance of employees. He found that recruitment and selection and performance appraisal play a vital role for the performance of the employees as training of the employees is also essential.

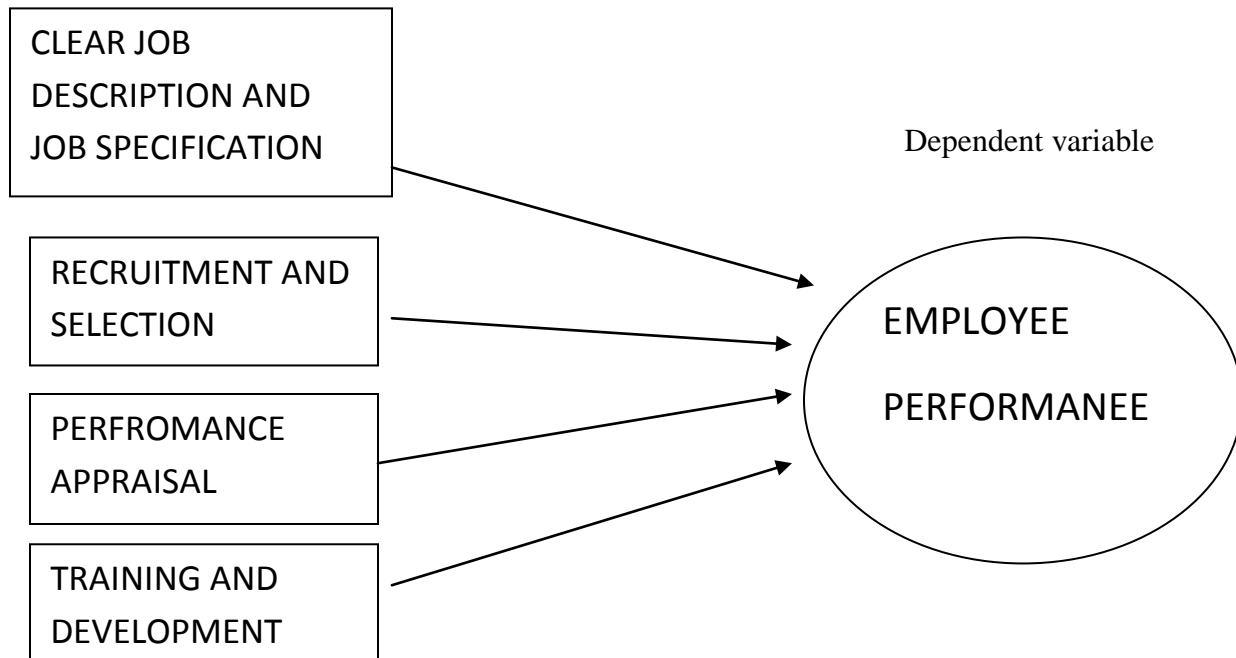
As stated by Assefa (2016), in his study of commercial bank of Ethiopia on the impact of training at employees' performance, the finding of the study showed that the effect of Training on Employee Performance is significant. Respondents' response shows that the job instructions arranged by the organization are clear and easy to apply, and they believe also that they receive 32 enough guidance from their peer and supervisors. Moreover, respondents affirmed that job rotation has the influence of enhancing the overall performance of employees in their association. Still, many of the respondents acknowledged that their efficiency has improved after they took training. For that reason, 77.7 percent (219 out of 282) of the respondents affirmed that the training they got have been helping them to perform their Bank related activities quickly and efficiently. There is evidence, from empirical research revolving around HR practices and performance, that the HR practices have impact and do count when it comes to measuring performance in organizations. (Patterson, 1997; Guest, 2000; Thompson 2002; Purcell, 2003). Huselid (1995) mentioned that although organizations may not be able to sustain a competitive advantage because these practices are imitable (Barney, 1991); many organizations are not currently using these more effective practices. In the short-run, hence, organizations that adopt a greater number of these practices are likely to gain a short-term competitive advantage and enjoy superior performance. Pfeffer (1994), however, pointed out that the implementation of these practices is not always an easy task. For that reason, he contended that it is unlikely that organizations can quickly or easily imitate the practices of the best organizations. Results of the studies were significant on impact of HRM practices on performance of employees. Organizations that have achieved success have record of having high regard for their HR practices as a crucial factor that directly affects the employees' performance, and in a bigger picture, the organization's performance. Using banks as their case study, Richard and Johnson (2001) aimed to find out, by using different performance variables, if strategic HR practice had any effect on

performance. One of their vital findings was that strategic HR practices are directly related to employee turnover and hence, did impact on their performance. Employment security and job descriptions contribute uniquely to product/service performance, whereas profit sharing contributes uniquely to financial performance. Qureshi and Ramay pointed out that HRM practices are positively and significant linked with the performance of the employee and training and selection is the most factor affecting on the employee performance between all the others practices. Based on the previous mentioned studies it can be safely assumed that employee performance is positively affected by recruitment and selection. Available evidence indicates that there is a positive and significant relationship between recruitment and selection and the performance of an enterprise (Gamage, 2014). Sang (2005) for example discovered a positive association between recruitment and selection and business performance. Such were also of positive results between recruitment and selection and performance as seen in Ichniowski and Shaw (1999), Katou and Budhwar (2006) and Wright et al. (2005). Other studies such as Syed and Jama (2012) have equally shown that implementing an effective recruitment and selection process is positively related to organizational performance.

2.8 Conceptual Framework

Based on various sources, theories, models and previous studies, the student research would like to formulate a contextual framework accordingly: plotting that the research will array a total of five variables and of which four are independent such as clear job description and Job specification, Recruitment and Selection, performance appraisal and Training and Development, which have influence or effect on dependent variable Employee Performance.

Independent variable



Source: Researcher own constructions from literature reviews, 2020

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN AND METHODOLOGY

This chapter provides the research methodology used in order to achieve the research objective. The research approach, research design, sample design, target population, sample size, sampling technique, data and instruments of data collection, procedure of data collection, data analysis, measurement of variable, validity and reliability, and finally the ethical consideration are the areas presented in this chapter.

3.2. Research Approach

There are three types of approaches in social study which are Qualitative, quantitative, and mixed research. The researcher will use mixed research approach for this study which uses both qualitative and quantitative. Sandelowski, M., (2000) revealed that mixed approach of research used to get more relevant data and to keep the validity of the data. Therefore, by using a mixed approach, it is able to capitalize the strength of quantitative and qualitative approach to remove any biases that exist in any single research method. The distinction between qualitative research and quantitative research is identified in terms of using words rather than using numbers, or using closed-ended (quantitative) questions rather than open-ended (qualitative) questions.

3.3 Research design

This is a descriptive type of study as its main aim is finding out the effect of HRM practices on employee performance. The studies will adopt a descriptive survey design for data analysis. This design was considered the most appropriate and helpful in determining the perception and attitude of respondents on the variables studied Gay (2003). This study will use a Quantitative and qualitative method to generate descriptive statistics. Questionnaire will be used to elicit data from respondents and for analysis purpose. A survey research technique where information is gathered from a given sample through Questionnaire. The study will use a cross-sectional study because data is collected from a cross-section not in different period of time but it is taken once. Both primary data and secondary data will be used while describing the data that is gathered through questionnaires.

3.4 Sample design

3.4.1 Target Population

KONJIT industry and trade plc which is located in Tatek industry zone, Burayu has 156 permanent employees working in the organization. The organization has four departments Plant, Sales, Human Resource and Finance departments from this the researcher wants to include all departments under this study.

3.4.2 Sample size

Sample size refers to the appropriate number of respondents chosen for the study, and it will be extracted from the total population of employees working in the organization; Thus, the sample size was chosen so as to represent the whole population. In this study, the sample size was determined through the use of Yamane's Statistical Formula and illustrated as follows:

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

Where n = sample size

N = population of the study

e = % level of significance or margin of tolerable error.

The researcher will considered 5% level of significance or margin of tolerable error and The confidential level is 95%. By computing the sample size of the population using the above

Formula, the sample size to be included to the study will be 112 employees.

$$n = 156 \frac{N}{1 + N(e^2)}$$

$$N=112$$

3.4.3 Sampling Technique

The research will apply the stratified random sampling technique due to the reason that the sample size in each stratum varies according to the relative importance of the

stratum in the population Masuku, M. B.(2014). Therefore, sample size for each stratum is set taking in to consideration the representation of the sample to the population under each stratum.

The sampling technique will be stratified sampling, the sample of the total population will be stratified on the basis of each department. Hence, the sample size representing the number of staff who receives questionnaires divided into stratum.

Where n_x is sample size in each level.

$$n_x = \frac{n(p)}{N}$$

n = total sample size of the study

P = population size of staff in each stratum

N = total population of the study

No	Name of Dep	P	N	N	$n_x = n(p)/N$	N_x
1	Plant	97	112	156	$n_x = 112(97)/156$	70
2	Sales	30	112	156	$n_x = 112(30)/156$	21
3	HR	23	112	156	$n_x = 112(22)/156$	16
4	Finance	6	112	156	$n_x = 112(6)/156$	5
Total		156	448	624	$n_x = 448(156)/624$	112

3.5. Sources of Data and Data Collection Instrument

Both primary and secondary data sources will be used for this study. Thus, the primary data will be collected through questionnaires and interview designed by the researcher. The questionnaire will contained close-ended questions. These questionnaires will be distributed to the targeted population. Also a researcher will use a purposive sampling to select purposively interview key informant. The researcher will collect data through interview from HR manager. As stated by Nigel et al (2002), three types of interview are available during collecting a data to make specific research: 1) Structured 2) Semi-structured 3) Unstructured or depth interview. In a Semi-structured interview, the interviewer has the freedom to probe interviewee to elaborate on the original response or to follow a line of inquiry introduced by the interviewee. The type of interview carried out for this study will be semi-structured. The interview to be conducted will be face-to-face at the site of the factory. Secondary data will be collected from the organizations reports, different work related documents, websites, books, publications, research studies, and articles.

3.6. Data Analysis

The data which will be collected by the researcher will be analyzed with the help of the Statistical Package for Social Sciences (SPSS) version 20; the analysis of the study will use inferential statistics like Pearson's correlation and simple linear regression.

The Correlation analysis will be employed to conduct analysis of the association between the two variables; HRM practice and employees' performance. The regression analysis will be used to establish the effect of HRM practices related to Employees' Performance. The data that will be collected through interviews will supplement and strengthen the information that will be obtained from questionnaire and open ended questionnaires will be analyzed qualitatively and logically interpreted by the researcher in a way to answer the statement of the problem.

3.7. Measurement of Variables

Likert scale is a psychometric (measurement of attitudes, abilities, etc.) response scale primarily used in questionnaires to obtain participant's degree of agreement with a statement. The researcher will use a Likert scale to measure variations within the items. The scale had a five range responses. The questionnaire will have four scale responses „strongly disagree“, „disagree“, neutral „agree“, and „strongly agree“,

3.8 Validity and Reliability analysis

According to common knowledge research principles an instrument is valid if it measures what it is intended to measure and accurately achieves the purpose for which it was designed. To ensure validity of the instrument, face, and content validity the questionnaire was given to professionals for judgment, appropriateness and over all evaluations. Reliability, on the other hand relates to the consistency of collected information. Cronbach's alpha is a coefficient of reliability. It was first named by Lee Cronbach in 1951, as he had intended to continue with further coefficients. The measures can be viewed as an extension of the Kuder-Richardson Formula SPSS.20. Accordingly, reliability analysis will be used to check the reliability of the instrument employed in this research.

The reliability of the questionnaire used by the present study has been pilot tested with 20 respondents of the organization by using Cronbach Alpha. As indicated in table, the SPSS result shows that the questionnaire's reliability is 0.83Cronbach's Alpha and hence, reliable.

Reliability statistics of Overall Factor of the Likert Five Scale Question

Table 1
Cronbachs alpha value

Cronbach's Alpha	N of Items
0.83	26

No	Dimension	Number of items	Alpha Value
1	JOB Description	5	0.898
2	Recruitment and selection	5	0..857
3	Performance appraisal	4	0..862
4	Training and development	6	0..894
5	Employee performance	6	0..869

According to the Cronbach's Alpha values presented in table, the value of individual variables range from minimum 0.857 to maximum value of 0.898 so the researcher conclude that it has internal consistency and is reliable for further analysis. The values are well above 0.7. This implies that the questionnaires were consistent, reliable and the questionnaire could be repeated by another researcher and the researcher would reach the same conclusion (Amanuel, 2017).

3.9 Ethical Consideration

The researcher will give full focus to the ethical issues in every aspect of this study that demands it. The participants will be selected based on their consent/free will/. Moreover, when the questionnaires distribute to the respondents, respondents will be informed and guaranteed that the information they provide will be confidential and applied only for academic purpose. Moreover, a statement conforms to the prohibition of disclosing identity detail or personal reference in the questionnaire. This helped to avoid any biased responses or unauthentic data provided by respondents and to make participants feel safe in filling the questionnaire. Therefore, the collected data will be kept and not used for any personal interest. Generally, the whole process of the study will be conducted within the frame of acceptable professional ethics.

CHAPTER FOUR DATA

PRESENTATION AND INTERPRETATION

This section discusses the results of the study based on the research tools presented in the previous sections of the report. The objective of this research is to study the effect of HR practices (job description and specification, recruitment and selection, performance appraisal, and training and development) on employee performance in konjiti trading plc. All the necessary items comprising the hr practices and employee performance constructs were developed from Likert-scaled items, with values ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). Data were collected from konjiti trading plc factory located at Oromia region BURAYU MENAGESHA. Data was collected from four departments (plant, finance, marketing and HR) based on the questionnaire. Moreover the hr manager was interviewed giving the researcher a better view of the circumstances, for all 4 departments 112 questionnaire was distributed of which 105 were returned. The returned questionnaires were successfully edited completed and analyzed. The study has used SPSS 20 in analyzing the collected data; percentage, mean and standard deviation have been used to analyze the raw data. In order to make this research more reliable and establish if there is a relationship existing between the dependent variable and independent variable the researcher has made use of descriptive and correlation and regression analysis.

4.1. Demographic Profile of the Respondents

In this sub-section, as illustrated on table 1 demographic characteristics including: gender, age, marital status, work experience educational background, and current job position response are summarized using frequencies and percentages.

Table 1

Variable	Category	Frequency	Percent	Valid percent
Sex	Male	88	80.7	83.8
	Female	17	15.6	16.2
	Total	105	96.3	100.0
Age	18-27YRS	12	11.0	11.4
	28-37 YRS	84	77.1	80.0
	38-47 YRS	7	6.4	6.7
	48-57 YRS	2	1.8	1.9
	Total	105	96.3	100.0
Marital status	Single	13	11.9	12.4
	Married	81	74.3	77.1
	Divorced	7	6.4	6.7
	Widowed	4	3.7	3.8
	Total	105	96.3	100.0
Level of education	Primary	4	3.7	3.8
	Secondary	42	38.5	40.0
	college diploma	41	37.6	39.0
	Degree	16	14.7	15.2
	Masters	2	1.8	1.9
	Total	105	96.3	100.0

How long respondents work in KONJIT	<1 yr	37	33.9	35.2
	1-5 yr	68	62.4	64.8
	Total	105	96.3	100.0
Level of management	mid-level management	14	12.8	13.3
	operational level	65	59.6	61.9
	staff member	26	23.9	24.8

Source: survey data 2020

Demographic profile of the Respondents.

As shown in the table above 80.7% of the respondents are male and the rest 15.6% of the respondents are female. As to the age of the respondents 11.0% of the respondents' age is between 18 and 27 and 77.1% of the respondents is between 28 and 37, 6.4% of the respondents is between 38 and 47 and the remaining 1.8% of the respondents age is between 48 and 57. This indicates that the majority of the employees are male because there are a may be labor works involved and men are more comfortable with this type of work as to their age majority of them lie between 28 and 37 implying that they are in a productive age.

Regarding the marital status of the respondents, 11.9% of the respondents are single and 74.3% of the respondents are married, 6.4% of the respondents are divorced and 3.7% of the respondents are widowed. The majority of the respondents (74.3%) are married from this we can infer that majority of the employees are stable workers.

Regarding their educational level 3.7% of the respondents are primary level where as 38.5% of the respondents are secondary, 37.6% are diploma holders, 14.7 are degree holders and the remaining 1.8% of the respondents are Masters Holders. As the majority of the respondents are secondary (38.5) level their level of understanding was limited for that reason the researcher prepared an Amharic translated questionnaire for a more reliable response.

As per their level of experience 33.9% are under < 1yr and the rest 62.4 is categorized under 1 to 5 yrs, and level of management of the respondents as shown in the table is 12.8% is mid level, 59.6% is operational and the rest 23.9% are staff. The majority of the respondents 62.4% have been working in the organization for 1-5yrs and 59.6%) of them are on the operational, We can understand form this that most of the respondents are fit to fill the questionnaire.

4.2. Descriptive Statistics Analysis

In this part, descriptive statistics, in the form of mean and standard deviation, were presented to illustrate the level of agreement of the respondents in KONJIT trading plc. The responses of the respondents for the variables indicated below were measured on five point Likert scale with: 1= strongly disagree, 2= disagree, 3 = neutral, 4= agree and 5= strongly agree. But, while making interpretation of the results of mean and standard deviation. The mean is the average value of participants' response, and the standard deviation is the measure of dispersion from the mean. The scales were reassigned as follows to make the interpretation easy and clear. 1-1.8= Strongly Disagree, 1.81–2.6 = Disagree, 2.6 –3.4= Neutral, 3.4 –4.20= Agree and 4.2 –5 = Strongly Agree (Best, 1977, as cited by Yonas, 2013).

Table 2 Application of job description and specification of the organization

	N	frequency table					Mean	Std. Deviation
		SD	D	N	A	SA		
Considering the time spent, I realize the functions match the job portfolio/position	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
I have mastery of the specific skills that I need to successfully perform the tasks related to my present job	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
My present job gives me the opportunity to enhance my performance on job	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
my duties and responsibilities have been made clear to me during recruitment process	105	18.3	45.0	2.8	15.6	14.7	96.3	1.368
My job performance outcomes are consistent with the goals of the organization	105	18.3	56.9	1.8	14.7	4.6	2.28	1.087
Average							2.31	1.11

Source: survey data 2020

As shown on the table for the question considering the time I spent , I realize the function matches the job position has (19.3 and 57.8%)of the respondents response strongly disagree and disagree, (1.8%) neutral and (13.8% and 3.7%) for agree and strongly agree with a mean and std. deviation of (2.22 std 1.047) and I have mastery of the specific skills that I need to successfully perform the tasks related to my present job has (19.3% and 57.8%)of the respondents response strongly disagree and disagree, (1.8%) neutral and (13.8% and 3.7%) for agree and strongly agree scored a mean and standard deviation (2,22, 1.047) , My present job gives me the opportunity to enhance my performance on job has (19.3% and 57.8%)of the respondents response strongly disagree and disagree, (1.8%) neutral and (13.8% and 3.7%) for agree and strongly agree has scored a mean and standard deviation(2.22 and 1.047),, my duties and responsibilities have been made clear to me during recruitment process has (18.3% and 45.0%)of the respondents response strongly disagree and disagree, (2.8%) neutral and (15.6% and 14.7%) for agree and strongly agree, scored a mean and standard deviation(2.63 and 1.368) , My job performance outcomes are consistent with the goals of the organization has (18.3% and 56.9%)of the respondents response strongly disagree and disagree, (1.8%) neutral and (14.7% and 4.6%) for agree and strongly agree and scored a mean and standard deviation (2.28 and 1.087) and an average mean and std. deviation of (2.31 and 1.11).

This result indicated that the organization konjit trading plc does not use the appropriate job descriptions and specifications for the job openings they put out as a reason the employees in the organizations are open to confusions on the performance that they are supposed to be delivering.

Moreover on the interview the researcher had with the HR manager, he has expressed his worries regarding to the availability of job description and specification which is causing performance gap on the employee’s part.

Table 3 Recruitment and selection practice of the organization

	N	frequency table					Mean	Std. Deviation
		SD	D	N	A	SA		
.Recruitment and selection system of KONJIT is effective and suitable for the organizational goal	105	20.2	54.1	2.8	11.0	8.3	2.30	1.178
Competencies and skill	105	20.2	54.1	2.8	11.0	8.3	2.30	1.178

required for the different job positions are well defined and used in recruitment process								
the organization places the right person in the right job	105	20.4	54.1	2.8	11.0	8.3	2.30	1.178
Job description and specification are well defined for each job	105	18.3	43.1	2.8	17.4	14.7	2.66	1.379
selection practice leads to the employment of competent staff	105	21.1	54.1	2.8	11.0	7.3	2.27	1.154
AVERAGE							2.36	1.568

Source: survey data 2020

Based on the table above for Recruitment and selection system of KONJIT is effective and suitable for the organizational goal has a response of (20.2% and 54.1%) for strongly disagree and disagree and (2.8%) for neutral , (11.0% and 8.3%) for agree and strongly agree and scored a mean and standard deviation (2.30 and 1.178), Competencies and skill required for the different job positions are well defined and used in recruitment process has a response of (20.2% and 54.1%) for strongly disagree and disagree and (2.8%) for neutral , (11.0% and 8.3%) for agree and strongly agree scored a mean and standard deviation(2.30 and 1.178), Adequate and relevant information about organization and job is provided to the candidate at the time of recruitment has a response of (20.2% and 54.1%) for strongly disagree and disagree and (2.8%) for neutral , (11.0% and 8.3%) for agree and strongly agree scored a mean and standard deviation(2.30 and 1.178) , Job description and specification are well defined for each job has a response of (18.3% and 43.1%) for strongly disagree and disagree and (2.8%) for neutral , (17.4% and 14.7%) for agree and strongly agree scored a mean and standard deviation(2.66 and 1.379), selection practice leads to the employment of competent staff has a response of (21.1% and 54.1%) for strongly disagree and disagree and (2.8%) for neutral , (11.0% and 7.3%) for agree and strongly agree scored a mean and standard deviation(2.27 and 1.154) with an average mean and standard deviation of (2.36 and 1.568).

The result above suggests that the recruitment and selection practice in konjit trading plc is not well vested in the appropriate rules and procedures and do not have experience and competence in the employee recruitment and selection process.

The interview with the hr managers also supports this result as the organization does not have a well developed job description and specification hinders the recruitment process tremendously.

Table 4 performance appraisal practice of the organization

	N	Frequency table					Mean	Std .Deviation
		DS	D	N	A	SA		
my performance appraisal is done objectively and constructively	105	19.3	51.4	1.8	20.2	3.7	2.35	1.135
i get support for training and development needs identified during my performance appraisal	105	18.3	39.4	2.8	21.1	14.7	2.73	1.396
the performance appraisal system lacks transparency	105	18.3	39.4	2.8	21.1	14.7	2.73	1.396
we feel our performance appraisal has been fair and objective	105	18.3	39.4	2.8	21.1	14.7	2.73	1.396
AVERAGE							2.635	1.33

Source: survey data 2020

As it shown on the table above my performance appraisal is done objectively and constructively has a response of (19.3% and 51.4%) for strongly disagree and disagree and (1.8%) for neutral , (20.2% and 3.7%) for agree and strongly agree and scored a mean and std. deviation of (2.35 and 1.135), I get support for training and development needs identified during my performance appraisal a response of (18.3% and 39.4%) for strongly disagree and disagree and (2.8%) for neutral , (21.1% and 14.7%) for agree and strongly agree and scored a mean and std. deviation of (2.73 and 1.396). The performance appraisal system lacks transparency has a response of (18.3% and 39.4%) for strongly disagree and disagree and (2.8%) for neutral , (21.1% and 14.7%) for agree and strongly agree and scored a mean and std. deviation of (2.73 and 1.396), we feel our performance appraisal has been fair and objective has a response of (18.3% and 39.4%) for strongly disagree and disagree and (2.8%) for neutral , (21.1% and 14.7%) for agree and strongly agree and scored a mean and std. deviation of (2.73 and 1.396). with an average mean and standard deviation of (2.635 and 1.33) .

As indicated on the analysis above majority of the respondents response was disagree form this we can infer that appraisal practice in the organization lacks accuracy and transparency.

Also it's the hr manager has indicated that after evaluation of employees the company dose not have the proper appraisal system and corrective system on hand and that this causes low job performance.

Table 5 Training and development practice of the organization

	N	frequency table					Mean	Std. Deviation
		DS	D	N	A	SA		
Training & development of employees has impact on the employees performance in KONJIT	105	6.4	23.9	1.8	46.8	17.4	3.47	1.233
Training is beneficial for purposes of enhancing your job performance	105	6.4	23.9	1.8	46.8	17.4	3.47	1.233
I have the training and skills I need to do my job	105	21.1	54.1	2.8	11.0	7.3	2.27	1.154
My organization is good in providing training program such as local and abroad.	105	21.1	54.1	2.8	11.0	7.3	2.27	1.154
Employees are satisfied with the training program of KONJIT	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
Training is imparted based on training need identification	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
AVERAGE							2.65	1.144

Source: survey data 2020

Training & development of employees has impact on the employees performance in KONJIT has a response of (6.4% and 23.9%) for strongly disagree and disagree and

(1.8%) for neutral , (46.8% and 17.4%) for agree and strongly agree and scored mean and standard deviation(3.47 and 1.233) Training is beneficial for purposes of enhancing your job performance a response of (6.4% and 23.9%) for strongly disagree and disagree and (1.8%) for neutral , (46.8% and 17.4%) for agree and strongly agree and scored mean and standard deviation(3.47 and 1.233) , I have the training and skills I need to do my job has a response of (21.1% and 54.1%) for strongly disagree and disagree and (2.8%) for neutral , (11.0% and 7.3%) for agree and strongly agree and scored mean and standard deviation(2.27 and 1.154) , My organization is good in providing training program such as local and abroad has a response of (21.1% and 54.1%) for strongly disagree and disagree and (2.8%) for neutral , (11.0% and 7.3%) for agree and strongly agree and scored mean and standard deviation (2.27 and 1.154),. Employees are satisfied with the training program of KONJIT has a response of (19.3% and 57.8%) for strongly disagree and disagree and (1.8%) for neutral, (13.8% and 3.7%) for agree and strongly agree and scored mean and standard deviation (2.22 and 1.047). Training is imparted based on training need identification has a response of (19.3% and 57.8%) for strongly disagree and disagree and (1.8%) for neutral, (13.8% and 3.7%) for agree and strongly agree and scored mean and standard deviation (2.22 and 1.047) With an average mean and standard deviation of (2.65 and 1.144).

As shown in table 6 The first two indicate that the respondents agree on the importance of training and development for their growth on their job and for upgrading their performance, the other 4 indicates that the respondents disagree meaning the employee are not receiving the required training and development practice.

According to the interview with the hr manager the organization has some on the job training available for the employees but when the need comes for an outside or abroad training, the organization does not have the means to fulfill that and this has left most the employees in the organization with performance gap that cannot be filled or corrected which is costing the company with low employee performance indirectly.

Table 6 perception of respondent’s on employee performance

	N	frequency table					Mean	Std. Deviation
		SD	D	N	A	SA		
I work to the best of my abilities	105	21.1	54.1	1.8	11.9	7.3	2.28	1.164
I can deliver my day to day job performance effectively	105	21.1	54.1	1.8	11.9	7.3	2.28	1.164
I am motivated in doing my job	105	21.1	54.1	1.8	11.9	7.3	2.28	1.164
I achieve my work	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047

target								
My performance in this organization is easier because of clear laid down procedures	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
I am motivated to stay with this organization	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
AVERAGE							2.7	1.10

Source: survey data 2020

I work to the best of my abilities has a response of (21.1% and 54.1%) for strongly disagree and disagree and (1.8%) for neutral , (11.9% and 7.3%) for agree and strongly agree and scored a mean and standard deviation of (2.28 and 1.164), I can deliver my day to day job performance effectively has a response of (21.1% and 54.1%) for strongly disagree and disagree and (1.8%) for neutral , (11.9% and 7.3%) for agree and strongly agree and scored a mean and standard deviation of(2.28 and 1.164), I am motivated in doing my job has a response of (21.1% and 54.1%) for strongly disagree and disagree and (1.8%) for neutral , (11.9% and 7.3%) for agree and strongly agree and scored a mean and standard deviation of (2.28 and 1.164), I achieve my work target has a response of (19.3% and 57.8%) for strongly disagree and disagree and (1.8%) for neutral , (13.8% and 3.7%) for agree and strongly agree and scored a mean and standard deviation of(2.22 and 1.047), my performance in this organization is easier because of clear laid down procedures has a response of (19.3% and 57.8%) for strongly disagree and disagree and (1.8%) for neutral , (13.8% and 3.7%) for agree and strongly agree scored a mean and standard deviation of(2.22 and 1.047), I am motivated to stay with this organization has a response of (19.3% and 57.8%) for strongly disagree and disagree and (1.8%) for neutral , (13.8% and 3.7%) for agree and strongly agree and scored a mean and standard deviation of(2.22 and 1.047) and Average mean and standard deviation of employee performance is (2.7 and 1.10)

As indicated from table 6 the majority of the respondent's replies lies around disagree the general implication here is that employees are not satisfied with the hr practice that is being applied in the organization, for that reason their performances are declining.

Accordingly to an interview held with the HR manager, he implies that a high level of success can be achieved in following an effective application of hr practices in an organization in the contrary konjit trading has yet to achieve these success, because hr practices in the organization is practiced in traditional way and in a small degree accordingly they are witnessing a decline in the performance of the employees which is

causing the organization unnecessary cost which could have been avoided with proper hr practice at place.

4.3 Pearson correlation Analysis

Pearson correlation coefficient (r) is a measure of the strength of the association between the variables. Theoretically, there could be a perfect positive correlation between variables which is represented by 1.0(plus1), or a perfect negative correlation which would - 1.0(minus 1) while correlation range between -1.0and +1.0 As per Marczyk, et al., (2005) general guidelines of correlations of .01 to .30 are considered small, correlations of .30 to .70 are considered moderate, correlations of .70 to .90 are considered large, and correlations of .90 to 1.00 are considered very large.

Table 7

Variables	Correlations	Brand preference
Job description and specification	Pearson Correlation	.617**
	Sig. (2-tailed)	.000
	N	105
Recruitment and selection	Pearson Correlation	.633**
	Sig. (2-tailed)	.000
	N	105
Performance appraisal	Pearson Correlation	.738**
	Sig. (2-tailed)	.000
	N	105
Training and development	Pearson Correlation	.653**
	Sig. (2-tailed)	.000
	N	105

** . Correlation is significant at the 0.01 level (2-tailed).

Source: own survey finding, May, 2020

As can be seen from Table 8 there was a significant positive correlation between the four independent variables (job description and specification, recruitment and selection, performance appraisal and training and development) and dependent variable (employee performance).the variable with highest correlation is performance appraisal with correlation of (.738)and sig(.000) and the least is job description and specification with correlation (0.617) and sig (.000) the overall result was found to be statistically significant at (P<0.05) for four independent variable. And this shows that all the factors have a positive and significant relationship with overall employee performance at KONJIT trading plc.

4.4 Regression Analysis

The following section discusses the result of the regression analysis in order to show the magnitude of effect of hr practices on employee performance. Primarily, the fitness of the model was checked as shown in the next section.

Test of Model Fit

Before considering the model, test of model fit was made based on the key assumptions of multiple regressions proposed by Kothari (2004).

4.4.1. Multi-collinearity Analysis

Before running regression, one should check for the problem of multi-collinearity which is present if there is high correlation between some of the independent variables. The study checks this with the variance Inflation Factor (VIF) which calculates the influence of correlation among the independent variables on the precision of regression estimates. The VIF should not exceed 10. Tolerance is an indicator of how much of the variability of the specified independent variable is not explained by the other independent variable in the model and is calculated using the formula $1-R^2$ for each variable. If this value is less than 0.1 it indicates that there is possibility of multi-collinearity, but if it is greater than 0.1 it means that there is no multi-collinearity problem with in the model.

TABLE 8

Independent variables	Collinearity Statistics	
	Tolerance	VIF
Job description and specification	.579	1.726
Recruitment and selection	.467	2.143
Performance appraisal	.407	2.459
Training and development	.606	1.650

a. Dependent Variable: Employee performance

Source: own survey finding, May, 2020

As shown on the table above multi-collinearity statistics shows the tolerance value to be greater than 0.1 and VIF value to be significantly below 10. This implies that there is no multi-collinearity problem with in the model.

4.4.2 Homoscedasticity Assumptions

The second test was made on homoscedasticity of independent variables, it is the test of equal variance between pairs of variables (Robert, 2006). In order assure the fulfilment of this relationship between independent variable and dependent variable, the variance of dependent variable values must be equal at each value of independent variables (Hair, 2010). The statistical test for assessing the homogeneity of variance Leven's test is used in many cases. A plot of standardized residuals versus predicted values can show whether points are equally distributed across all values of the independent variables. As shown in Figure 1, all the plots are equally distributed hence there is no homoscedasticity problem.

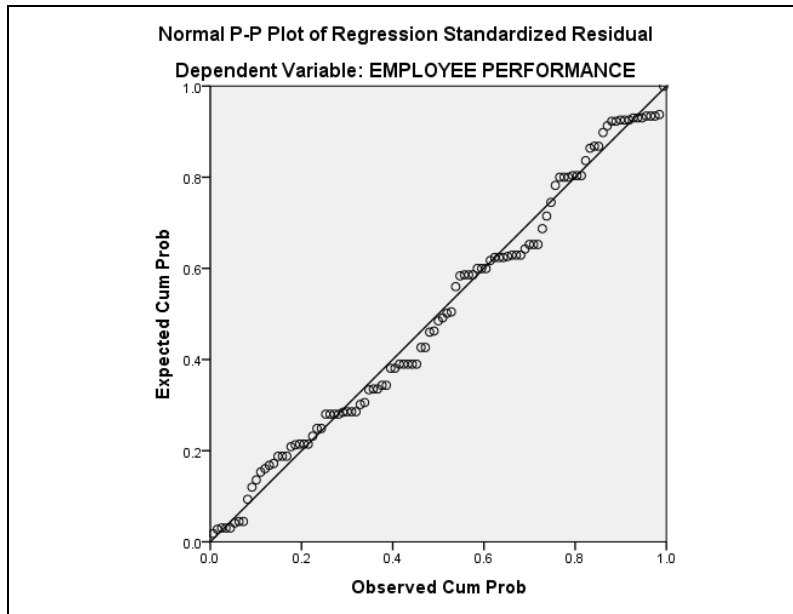


Figure 1

4.4.3 Linear Relationship

Scatter plots made the test of linear relationship as shown figure 2. The scatter plots shown in Figure 2 show the existence of linear relationship between the outcome variable and the independent variables.

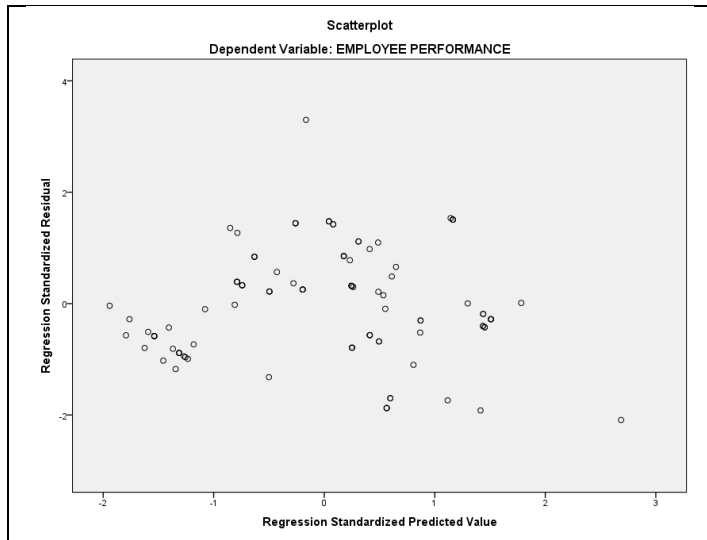


Figure 2

4.4.4 Multivariate normality

The normality of the distribution of the independent variables was shown in histogram shown in Figure 3. The test of multivariate normality as shown in histogram clearly shows the residuals are normally distributed. Hence, the data met the assumption of multivariate normality of the independent variables.

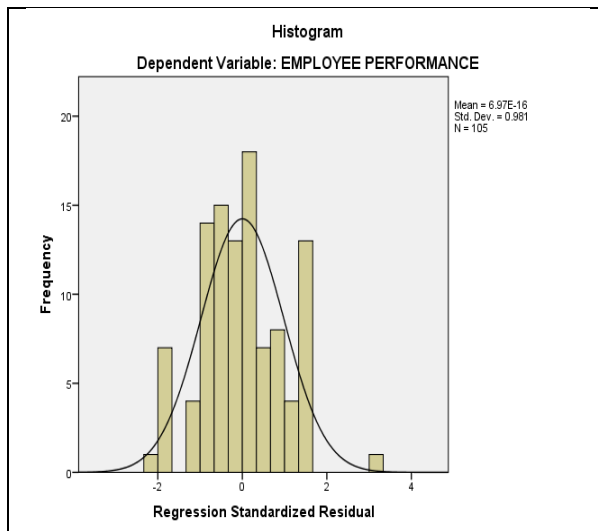


Figure 3

Based on the discussion made in test of model fit, all the key assumptions of multivariate linear regression are met.

4.5 The Effect of HR practices on Employee performance

Multiple regression analysis is described as “a statistical technique which analyses the linear relationships between a dependent variable and multiple independent variables by estimating coefficients for the equation for a straight line” (Slinker, B.K. and Glantz, S.A., 2008). four hypotheses were tested using multiple regression analysis, because the correlation tables shows only the relationship between the variables, but it does not show the exact percentage changes of the dependent and independent variables and the strength and degree of the relationship between variables. Multiple regression analysis was conducted to examine effect of HR practice on employee performance Different scholars have stated various HR variables as dimension of employee’s performance, among those variables for the purpose of this study:, only four variables were selected as dimension of employee performance. The effect of these four independent variables; job description and specification, recruitment and selection, performance appraisal and training and development were examined by using multiple regression.

Table 9 R Square analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.809 ^a	.654	.640	1.51127	.654	47.308	4	100	.000

a. Predictors: (Constant), TRAINING AND DEVELOPMENT, RECRUITMENT AND SELECTION, JOB DESCRIPTION AND SPECIFICATION, PERFORMANCE APPRISAL

Source: own survey findings, 2020

Table 10 shows that all independent variables job description and specification, recruitment and selection, performance appraisal and training and development accounted for 65.4% of the contribution to employee performance ($R^2=0.654$) Thus, 65.4% of the variation in employee performance can be explained by the 4 different HRM practice and other unexplored variables or factors may limit the contribution of HRM practice on employee performance by accounting for about 34.6%.

ANOVA tells us whether the model, overall, is acceptable from a statistical perspective i.e. whether the independent variables are in a significantly good degree of prediction of

the outcome variable (SPSS, version 20). As can be seen from the table below, the independent variables significantly predict the dependent variable (employee performance) with $F=47.308$ and $sig=0.000$. F-test is used to find out overall probability of the relationship between the dependent variable and all the independent variables occurring by chance (SPSS, version 20). The F-test result of the study is 47.308 with a significance of 0.000 meaning that the probability of these results occurring by chance is less than 0.05 i.e. the variation that is explained by the model is not simply by chance.

ANOVA^s

Table 10

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	432.190	4	108.048	47.308	.000 ^b
Residual	228.394	100	2.284		
Total	660.585	104			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), TRAINING AND DEVELOPMENT, RECRUITMENT AND SELECTION, JOB DESCRIPTION AND SPECIFICATION, PERFORMANCE APPRISAL

The linear regression equation

$$EP = a + (B1) AD + (B2) SP + (B3) PS + (B4) SM$$

Where EP=Employee performance

JB=Job description and specification, RS=Recruitment and selection, PA= performance appraisal, TD=training and development

B1, B2, B3 and B4 are = beta coefficients.

Therefore, from table below we can say that

$$EP = BP = 0.710 + .177JB + .143RS + .458AP + .276TD$$

Table 11 Multiple regression analysis

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.710	.493		1.439	.153
JOB DESCRIPTION AND SPECIFICATION	.177	.075	.182	2.359	.020
RECRUITMENT AND SELECTION	.143	.093	.133	1.541	.126
PERFORMANCE APPRISAL	.458	.111	.380	4.125	.000
TRAINING AND DEVELOPMENT	.276	.077	.271	3.591	.001

a. Dependent Variable: EMPLOYEE PERFORMANCE

Table 11 reveals the result of multiple regression analysis between dependent variable (employee performance) and independent variables(job description and specification, recruitment and selection, performance appraisal, and training and development).Among the four independent variables, multiple regression analysis revealed that job description and specification, performance appraisal and training and development were a significant predictor of employee performance, by the p-value($p < 0.05$), while the influence of recruitment and selection($p = 0.126$) on employee performance was not found significant. The nature of relationship was positive for all the independent variables job description and specification ($\beta = 0.182$), recruitment and selection ($\beta = 0.133$), performance appraisal ($\beta = 0.380$), and training development ($\beta = 0.271$) respectively with the dependent variable employee performance.

As the depicted in tables among variables those have a significance relationship with employee performance. Selection practice has the highest standardized regression coefficient and the lowest significance ($\beta=0.380$, $p=0.000$), which means performance appraisal is the most important predictor of employee performance in KONJIT trading plc followed by training and development ($\beta=0.271$, $p= 0.001$) and job description and specification($\beta=0.182$, $p= 0.02$), recruitment and selection($\beta=0.133$, $p=0.126$) was the list variable that has influence over employee performance in KONJIT trading plc.

4.6 Hypothesis results

Table 12

hypothesis	Beta	t- value	p-value	Results
Job description and specification	.182	2.359	.020	Accepted
Recruitment and selection	.133	1.541	.126	Rejected
Performance appraisal	.380	4.125	.000	Accepted
Training and development	.271	3.591	.001	Accepted

Source: own survey finding, May, 2020

Hypothesis testing

The above table displays the result of the hypothesis test based on the beta value and p -value to see whether the hypothesis is accepted or rejected.

- Job description and specification (H:1 The presence of job description is positively related to employee performance) has a positive and significant effect on employee performance with beta value (0.182) and p-value (.020<o.o5). Therefore the study Accepted the hypothesis test.
- Recruitment and selection (H2: HR acquisitions are positively related to employee performance) has positive but insignificant effect on employee performance with beta value (0.133) and p-value (.126>o.o5) Therefore the study Rejected the hypothesis test.

- Performance appraisal(H3: HR appraisal has a positive effect on employee performance) has a positive and significant effect on employee performance with beta value (0.380) and p-value ($.000 < 0.05$). Therefore the study Accepted the hypothesis test.
- Training and development(H4: the extent of training and development will positively affect employee performance) has a positive and significant effect on employee performance with beta value (0.271) and p-value ($0.01 < 0.05$). Therefore the study Accepted the hypothesis test.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

The aim of this study was to study the Effect of HR practice on employee performance in KOJIT trading plc. The analysis was made using SPSS and the interpretation was provided in the previous chapter. Based on the analysis and the interpretation, the following major findings, conclusion and recommendations are forwarded.

5.1 Summary of Findings

The study was conducted at the industry of konjit trading plc located Oromia region, after Tatek industry zone BRAYU MENAGESHA. Primary data was collected using questionnaires distributed to 112 employees which of 105 of them collected. The collected questionnaires were valid for the statistical test that was analyzed using frequency tables, means, correlation, and regression, through Statistical Package for Social Science (SPSS). After making analysis of the primary data, the following points are presented as the major findings.

- The majority of the respondents are male with 80.7% and the rest are female 15.6%. the majority of the respondents age is between 28 and 37.
- Regarding the marital sate of the respondents 74.3% of them are married the assumption here is they can be considered as a stable workforce.
- According to the respondents educational background 38.5% of them are secondary and the other 37.6% are diploma holder degree and masters holders account about 16.5% of the total.
- As per the work experience and level of management of the employees majority 62.4 of them are categorized under 1 to 5 yrs of experience and 59.6% are at operational level.
- As indicated in the numbers of the demographic characteristics because this a factory and my require more labor work the majority of the respondents are male

and aging between 28 and 37 yrs for the same reason most of the respondents are secondary level and diploma level as their positions at the operational level don't require higher educational level for this reason questioner was translated in to Amharic for the ease of the respondents and in order to acquire a reliable answer form the respondents.

- Coming to the descriptive statistics of the variables the aggregate mean and std deviation of job description and specification was (2.31 and 1.11). Which indicated that the respondents of KONIJT where not satisfied with way the organization presented its job format and the description they were given and the job on hand was not same causing gap on their performance.
- The aggregate mean and std. deviation (2.36 and 1.568) of recruitment and selection puts the answer of the respondents in disagree positioning the practice of recruitment and selection in the organization below the required level.
- The aggregate mean and std, deviation of performance appraisal (2.73 and 1.396) which is a little above the mean average for disagree(1.81-2.6) placing it on neutral this shows that some of the respondents are uncertain about this practice but others agree that there is there lack of transparency, objectivity and effectiveness that is required in the organization.
- As per training and development the aggregate mean and std. deviation (2.65 and 1.144) implies that even though the respondents agree on the importance and benefit of training and development to enhance their work performance the lack of effective training and development in the organization has caused a performance gap in many of the employees.
- And finally the aggregate mean and std, deviation of employee performance (2.7 and 1.10) indicates that the lack of effective hr practice has lead to an employee with insufficient skills and trainings required in order to perform the job which leads to a employee with less motivation and confidence to deliver the performance that is required form the employees finally leaves the organization with a dissatisfied employee which results in low employee performance.

- Pearson correlation analysis has revealed that there is a positive significant relationship between all the independent variables (job description and specification, recruitment and selection, performance appraisal and training and development) and the dependent variable(employee performance) the result was found to be statistically significant at ($p < 0.05$) for independent variable. The variable with the highest correlation result was performance appraisal (0.738). And the least was job description and specification (0.617).
- Regression analysis reveals that the independent variables(job description and specification , recruitment and selection, performance appraisal and training and development accounted for 65.4% of the adjusted R square meaning that 34.6 % of the variance is explained by the predictors where as the remaining 34.8% are not included under our model of estimation.

5.2 CONCLUSION

The study sought to assesses the effect of hr practice on employee performance in konjit trading plc this research looks at the HR practices (job description and specification, recruitment and selection, Performance apprise and training and development) and their effects on employee performance in konjit. And has concluded accordingly:-

- ✓ Job description and specification as indicated from the analysis result from the response of the respondents and the interview with hr manager we concluded that there is a poorly developed or nonexistent job description and specification for each job title the organization has. Therefore most of the employees did not know clearly what their job entails until they were hired and on the job which caused confusion on their job which can be a cause for their low performance delivery.
- ✓ Recruitment and selection as its is indicated from the response of the respondents the analysis result and supported by interview we can understand that the recruitment and selection process in konjit is adopted to a very low degree and

the main reason behind the fall back of the recruitment and selection procedure is the fact that there is lack of a clear job description and specification ready for the employees which leaves the employees with a blur picture of what their job entails. And they are forced to do a job they never really applied for this can cause low performance because they might not actually be fit for that position.

- ✓ Performance appraisal results as indicated from the above analysis and supported by interview response the organization has the appraisal system on line but it lacks some transparency and competencies on the organizations part, they use rating scale method but when the result comes in they don't have the means to take the necessary step forward whether it's a an appraisal or correction.
- ✓ Training and development as we can infer from the analysis result above that most of the employee in konjit are well aware of the benefits of training and development. The study concludes that there is a very low degree practice of training and development in the organization, the fact that they have only on the job training as means of training and development, holds back the employees from being able to perform at the required level. Because the organization only has limited on the job training and no abroad training option, many employees that have issues on their performance appraisal are left withier flaws in the organization without the proper adjustments. This can leave the employees on a position where they cannot perform their best and this can lead to performance gap.
- ❖ Finally from all this findings this study concludes in answering the research questions raised that all four HR practices (job description and specification, recruitment and selection, performance appraisal and training and development) has an effect on the performance of employees at konjit trading plc. The organization practices HR practice to a low level and this is affecting the employees directly and indirectly which will have a big influence over the work they deliver every day.

5.3 Recommendation

Based on the major findings of the study and conclusion drawn above, the following recommendations are made:-

Organizational performance is highly dependent on the employee performance and successful organization agrees that human resource contributes to performance (AL-Qudah, Osman, Ab Halim, & Al-Shatanawi, 2014). HRM practices are implemented for employee's performance evaluation and in this highly competitive era, improve HRM practices could have boost up employee performance (Caliskan, 2010; Bowra, Z. et.al, 2012).

- ✓ .This organization should have job description and specification ready for all job they develop and clearly communicate it on job openings. This could benefit the organization in many ways one of the most important one is the employees or candidate coming in for a job clearly know what this job requires therefore only those that have the specifications for a particular job come forward as they are confident they can do it. This will assist the organization to have group confident employees who know what their job entails clearly and can deliver effectively. Moreover availability of clear job description and specification can help achieve a smooth recruitment and selection process.
- ✓ KONJIT should adopt a more transparent appraisal system and revise their appraisal procedure, after the evaluation is done if an employee has passed then they should have the proper appraisal process done and if they employees fall back on the evaluation there should be a procedure to fix it as required otherwise the performance of employees might be decline as the motivation and confidence of the employees is diminishing.
- ✓ the researcher suggests that the organization should adapt high extent of training and development practice in the organization as we can infer from the results above KONJIT only has a limited on the job trainings for the employees and no abroad training, as the HR manager mentioned while the employees are being evaluated many of the come short in certain areas, areas that can be filled if the organization can arrange an abroad training opportunities but because they don't have that, most of the employees are left to work with their short comings this eventually brings performance gap and the performance of employees reduces which is a cost to the organization indirectly.
- ❖ Therefore From this study the researcher strongly suggests that konjit trading plc should revise the whole HR practice system and rearrange the HR practice

procedures in order to maintain effective performance of employees which in return can positively affect the growth and success of the organization as employees of organization are the backbone of success for that organization. As many researchers claimed that organizational performance is positively affected by Human resource management practices (Huselid, 1995; Sun, Aryee, & Law, 2007; Liao, Toya, Lepak, & Hong, 2009).

5.4 Limitations of the Research

This study focuses on the effect of HR practices on employee performance it is further limited to four factors which were the independent variable in this study job description and specification, recruitment and selection, performance appraisal and training and development.

Due to the pandemic COVID-19 there was limited contact with respondents as social distancing is obligatory for both parties at this time, on top of that the pandemic has caused stress in the employees as well as the organization over all causing the researcher difficulties in distributing and collecting questionnaire and data or resuming contact when ever needed.

5.5 Suggestions for Further Research

This study concentrated on effect of HR practices (job description and specification, recruitment and selection, performance appraisal and training and development.) on employee performance.

This study has been done on a small scale manufacturing industry; other researchers can do the same topic on larger scale manufacturing sector and compare the results which will be helpful to the manufacturing sectors. In addition other researchers can focus on the HR practices that are not included here and study their effect on employee performance on other manufacturing sectors.

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APPENDEX A

Questionnaire

Addis Ababa University
School of commerce
Masters of Human Resource Management

Dear respondent,

This questionnaire is designed to collect information about Effect **of HRM practices on Employees Performance in konjit Trading Plc.** Your participation in this survey is very critical for addressing the research question. The questionnaire has been designed in such a way, that minimum time is required for the completion. Your response will be treated as strictly confidential and will be used only for academic purpose i.e. **in partial fulfillment of the requirement for MA in Human Resource Management.** Since successful completion of this study depends on your genuine response, I'm kindly requesting your cooperation to respond to all of the following questions.

Thank you in advance for your cooperation!

Part I: Respondent's Demographic Characteristics

1. Gender

Male

Female

2. Age

>18

18-27 yrs

28-37yrs

38-47yrs

48-57yrs

58 and Above

3. marital status

- Single
- Married
- Divorced
- Widowed

4. Highest Level of Education

- Primary
- Secondary
- College Diploma
- Degree
- Masters

5. How long have you worked for this Institution?

- a) <1 years
- b) 1 – 5 years
- c) 6 – 10 years
- d) 11 years and over

6. What is your current level of management?

- Senior Management
- Mid-level Management
- Operation level
- Staff member

Part II: Research Related Questions

Please read each statement in this part carefully and show the extent of your agreement on the statement by putting —√ make in the boxes using the following rating scale: **Strongly disagree, disagree, Neutral, Agree, Strongly agree**

JOB DESCRIPTION AND SPECIFICATION

	STORONGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1. Considering the time spent, I realize the functions match the job portfolio /position					
2. I have mastery of the specific skills that I need to successfully perform the tasks related to my present job					
3. My present job gives me the opportunity to enhance my performance on job					
4 my duties and responsibilities have been made clear to me during recruitment process					
5. My job performance outcomes are consistent with the goals of the organization					

RECRUITMENT AND SELECTION

	STORNGLY DISAGREE	DISAGREE	NEUTRA L	AGREE	STRONGLY AGREE
1. Recruitment and selection system of KONJIT is effective and suitable for the organizational goal					
2. Competencies and skill required for the different job positions are well defined and used in recruitment process					
3. The organization places the right person in the right job					
4. Job description and specification are well defined for each job					
5. selection practice leads to the employment of competent staff					

PERFORMANCE APPRISAL

	STORNGLY DISAGREE	DISAG REE	NEUTRAL	AGREE	STRONGLY AGREE
1. My performance appraisal is done objectively and constructively					
2. I get support for Training and development needs identified during my Performance appraisal					
3. The performance appraisal system lacks transparency					
4. We feel our performance appraisal					

has been fair and objective.					
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TRAINING AND DEVELOPMENT

	STORNGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1. Training & development of employees has impact on the Employees' performance KONJIT					
2. Training is beneficial for purposes of enhancing your job performance					
3. I have the training and skills I need to do my job					
4. My organization is good in providing training program such as local and abroad.					
5. Training is imparted based on training need identification					

EMPLPOYEE PERFROMANCE

	STORNGLY DISAGREE	DISAGREE	NEUTRAL	AGREE	STRONGLY AGREE
1. I work to the best of my abilities.					
2. I can deliver my day to day job performance effectively					
3. I achieve my work target.					

4. My performance in this organization is easy because of clear laid procedures					
5. I am motivated to stay in this organization.					

PART III

INTERVIEW QUESTIONS FOR HR MANAGER

1. Does your organization effectively practice HR practices?
2. How would you say that these HR practices influence your employees?
3. Do you give your employee the training they require?
4. Do employees in your organization know clear what their job entails?
5. How well do you conduct performance appraisal on your company?
6. Would you please suggest if there is anything to be changed with regard to the current human resource management practices of the organization?

APPENDIX B

SPSS RESULTS

Reliability statistics of Overall Factor of the Likert Five Scale Question

Cronbach's Alpha	N of Items
0.83	26

Cronbach alpha value

No	Dimension	Number of items	Alpha Value
1	JOB Description	5	0.898
2	Recruitment and selection	5	0..857
3	Performance appraisal	4	0.862
4	Training and development	6	0..894
5	Employee performance	6	0..869

NORMALITY TEST

Descriptive Statistics

	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
JOB DESCRIPTION AND SPECIFICATION	105	.227	.236	-.678	.467
RECRUITMENT AND SELECTION	105	-.072	.236	-.904	.467
PERFORMANCE APPRISAL	105	.272	.236	-.557	.467

TRAINING AND DEVELOPMENT	105	-.003	.236	-1.174	.467
EMPLOYEE PERFORMANCE	105	-.309	.236	-.773	.467
Valid N (listwise)	105				

Descriptive

statistics

Application of job description and specification of the organization

	N	frequency table					Mean	Std. Deviation
		SD	D	N	A	SA		
Considering the time spent, I realize the functions match the job portfolio/position	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
I have mastery of the specific skills that I need to successfully perform the tasks related to my present job	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
My present job gives me the opportunity to enhance my performance on job	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
my duties and responsibilities have been made clear to me during recruitment process	105	18.3	45.0	2.8	15.6	14.7	96.3	1.368
My job performance outcomes are consistent with the goals of the organization	105	18.3	56.9	1.8	14.7	4.6	2.28	1.087
Average							2.31	1.11

Recruitment and selection practice of the organization

	N	frequency table	Mean	Std. Deviation
--	---	-----------------	------	----------------

		SD	D	N	A	SA		
.Recruitment and selection system of KONJIT is effective and suitable for the organizational goal	105	20.2	54.1	2.8	11.0	8.3	2.30	1.178
Competencies and skill required for the different job positions are well defined and used in recruitment process	105	20.2	54.1	2.8	11.0	8.3	2.30	1.178
the organization places the right person in the right job	105	20.4	54.1	2.8	11.0	8.3	2.30	1.178
Job description and specification are well defined for each job	105	18.3	43,1	2,8	17.4	14.7	2.66	1.379

Performance appraisal of the organization

	N	Frequency table					Mean	Std .Deviation
		DS	D	N	A	SA		
my performance appraisal is done objectively and constructively	105	19.3	51.4	1.8	20.2	3.7	2.35	1.135
i get support for training and development needs identified during my performance appraisal	105	18.3	39.4	2.8	21.1	14.7	2.73	1.396
the performance appraisal system lacks transparency	105	18.3	39.4	2.8	21.1	14.7	2.73	1.396
we feel our performance appraisal has been fair and objective	105	18.3	39.4	2.8	21.1	14.7	2.73	1.396
AVERAGE							2.635	1.33

Training and development of the organization

	N	frequency table					Mean	Std. Deviation
		DS	D	N	A	SA		
Training & development of employees has impact on the employees performance in KONJIT	105	6.4	23.9	1.8	46.8	17.4	3.47	1.233
Training is beneficial for purposes of enhancing your job performance	105	6.4	23.9	1.8	46.8	17.4	3.47	1.233
I have the training and skills I need to do my job	105	21.1	54.1	2.8	11.0	7.3	2.27	1.154
My organization is good in providing training program such as local and abroad.	105	21.1	54.1	2.8	11.0	7.3	2.27	1.154
Employees are satisfied with the training program of KONJIT	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
Training is imparted based on training need identification	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
AVERAGE							2.65	1.144

Employee performance of the organization

	N	frequency table					Mean	Std. Deviation
		SD	D	N	A	SA		
I work to the best of my abilities	105	21.1	54.1	1.8	11.9	7.3	2.28	1.164
I can deliver my day to day job performance effectively	105	21.1	54.1	1.8	11.9	7.3	2.28	1.164

I am motivated in doing my job	105	21.1	54.1	1.8	11.9	7.3	2.28	1.164
I achieve my work target	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
My performance in this organization is easier because of clear laid down procedures	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
I am motivated to stay with this organization	105	19.3	57.8	1.8	13.8	3.7	2.22	1.047
AVERAGE							2.7	1.10

Collinearity diagnostics

Independent variables	Collinearity Statistics	
	Tolerance	VIF
1 Job description and specification	.579	1.726
Recruitment and selection	.467	2.143
Performance appraisal	.407	2.459
Training and development	.606	1.650

a. Dependent Variable: Employee performance

Correlations

		JOB DESCRIPTI ON AND SPECIFICATI ON	RECRUITM ENT AND SELECTION	PERFORMA NCE APPRI SAL	TRAINING AND DEVELOPM ENT	EMPLOYE E PERFORM ANCE
JOB DESCRIPTIO N AND SPECIFICATI ON	Pearson Correlation Sig. (2-tailed) N	1 105	.564** .000 105	.578** .000 105	.516** .000 105	.617** .000 105
RECRUITME NT AND SELECTION	Pearson Correlation Sig. (2-tailed) N	.564** .000 105	1 105	.704** .000 105	.481** .000 105	.633** .000 105
PERFORMAN CE APPRI SAL	Pearson Correlation Sig. (2-tailed) N	.578** .000 105	.704** .000 105	1 105	.588** .000 105	.738** .000 105
TRAINING AND DEVELOPME NT	Pearson Correlation Sig. (2-tailed) N	.516** .000 105	.481** .000 105	.588** .000 105	1 105	.653** .000 105
EMPLOYEE PERFORMAN CE	Pearson Correlation Sig. (2-tailed) N	.617** .000 105	.633** .000 105	.738** .000 105	.653** .000 105	1 105

** . Correlation is significant at the 0.01 level (2-tailed).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.809 ^a	.654	.640	1.51127	.654	47.308	4	100	.000

a. Predictors: (Constant), TRAINING AND DEVELOPMENT, RECRUITMENT AND SELECTION, JOB DESCRIPTION AND SPECIFICATION, PERFORMANCE APPRIAL

ANOVA^s

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	432.190	4	108.048	47.308	.000 ^b
	Residual	228.394	100	2.284		
	Total	660.585	104			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), TRAINING AND DEVELOPMENT, RECRUITMENT AND SELECTION, JOB DESCRIPTION AND SPECIFICATION, PERFORMANCE APPRISAL

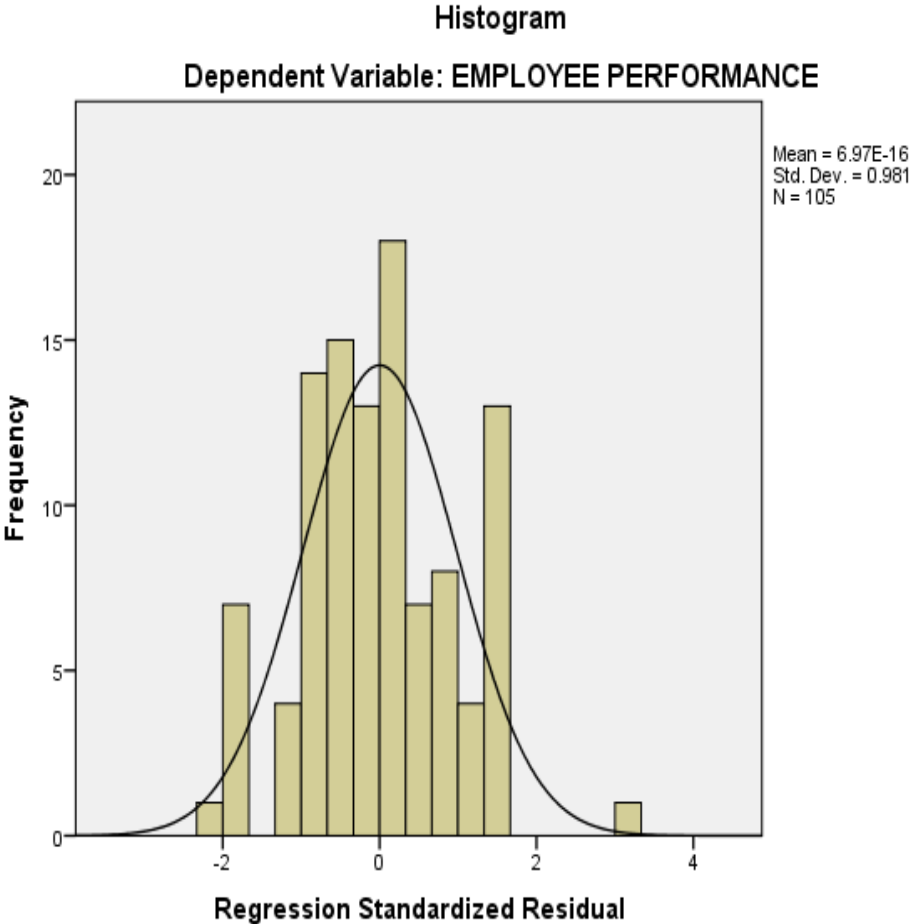
Regression analysis

Coefficients^a

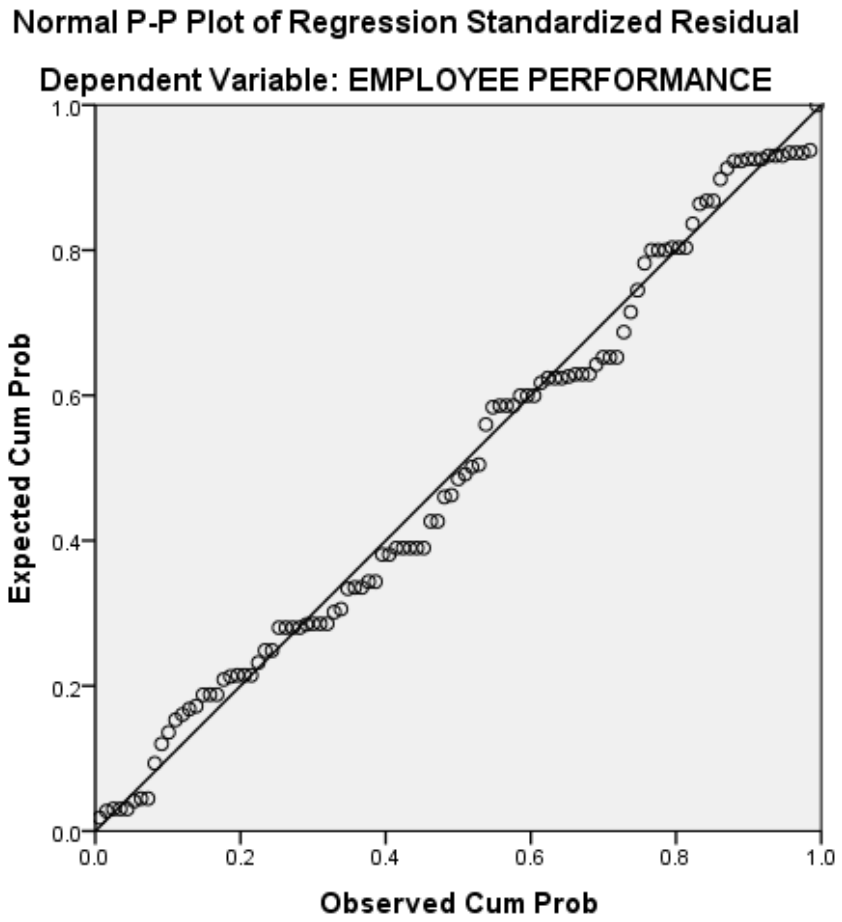
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.710	.493		1.439	.153
	JOB DESCRIPTION AND SPECIFICATION	.177	.075	.182	2.359	.020
	RECRUITMENT AND SELECTION	.143	.093	.133	1.541	.126
	PERFORMANCE APPRISAL	.458	.111	.380	4.125	.000
	TRAINING AND DEVELOPMENT	.276	.077	.271	3.591	.001

c. Dependent Variable: EMPLOYEE PERFORMANCE

Histogram pots



Normal P-P Plot



Scatter plot

