



***The Effect of Human Resource Management
Practice on Perceived Employee Performance: The
Case of Ministry of Trade and Industry, Ethiopia***

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Declaration

I, the undersigned, hereby declare that the work Contained in this thesis is my own original work and that I have not previously in its entirety or in part submitted at any university for a degree.

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Acronyms

EP: Employee performance

HRM: Human resource Management

HRMP: Human resource management Practice

MOTI: Ministry of Trade and Industry

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Abstract

The purpose of this research is to examine the effect of human resource Practices on employee performance in the case of ministry of trade and industry. To achieve the study objectives, the researcher developed, distributed questionnaires, collected and analyzed the data with SPSS tool by using descriptive analysis and inferential statistics. Samples of 275 employees were selected from the population of 887 by using simple random techniques; 270 questionnaires was collected back; the response rate was 98.8%. The descriptive statistics result shows that the perceptions of employee of (recruitment and selection, and Reward management, Performance appraisal and training and development) were low. The Correlation results indicated that recruitment and selection, Reward management, Performance appraisal and training and development were significantly and positively correlated with the employee performance in MOTI. In regression analysis recruitment (29.3%) and selection and reward management (23.7%) have greater effect on employee performance in the ministry. In geneneral, the variation of 45.9% of employee performance due to the predictors of Human resource practices (recruitment and selection, and Reward management, Performance appraisal and training and development).

KEY Words: *employee performance, human resource practice, reward management, performance appraisal, training and development, Ministry of Trade and Industry*

CHAPTER ONE–INTRODUCTION

Introduction

This chapter explains the nature of the proposed research and the overall planned approach to deal with the stated research problem. It consists of the background of the study, statement of the problem, research questions, objectives of the study, Significance of the study, Scope of the study, Definition of Terms (Operational Definitions of Terms) and Organization of the study.

1.1 Background of the study

Human resource management (HRM) is defined as a strategic and coherent approach to the management of an organization's most valued assets – the people working there, who individually and collectively contribute to the achievement of its objectives. It is concerned with all aspects of how people are employed, managed and developed in organizations. They also stated that 'Human resource management involves all management decisions and action that affect the nature of the relationship between the organization and its human resources (Armstrong, 2008, PP. 3).

As Raymond(2011) argued, there are several important HRM practices that should support the organization's business strategy: analyzing work and designing jobs, determining how many employees with specific knowledge and skills are needed (human resource planning), attracting 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.

Human resource practices are the process of procuring, maintaining and developing competent workforce to achieve organization's goals in an effective and efficient manner. Human Resource Management (HRM) is now a day's widely accepted as a management discipline and plays an important role in helping an organization to achieve its mission, vision, strategy, and goals. As mentioned by Byremo (2015), one of the reasons for popularity is the assumption that HRM is a source for competitive advantage and will influence the organizational results and performance in a positive direction.

As Guest et al. (2000) argued, "The distinctive feature of HRM is its assumption that improved performance is achieved through the people in the organization." If, therefore, appropriate HR policies and processes are introduced, it can also be assumed that HRM will make a substantial influence on firm performance.

As Hamzah et al. (2014) argued, Employee performance is one of the most important factors that affect performance of the organization. The successful organization understands the importance of HR as a critical factor that directly affects and contributes on both organization and employee performance.

Decisions such as whom to hire, what to pay, what training to offer, and how to evaluate employee performance directly affect employees' motivation and ability to provide goods and services that customers value. Companies that attempt to increase their competitiveness by investing in new technology and promoting quality throughout the organization also invest in state-of-the-art staffing, training, and compensation practices (Noel et al, 2011).

1.2 Statements of the Problem

How to manage people's knowledge, skills, attitudes, life, experiences, and motivation affect the organizational performance. Employees are the most competitive advantages of the success and sustainability of organization. It is one of the core competencies of an organization, as examined by (Hoskisson, 2007). All managers in organizations are regarded as HR managers. But their effectiveness and efficiency depend on how HR system is being organized and managed in organizations (Osibanjo & Andeniji, 2012). HRM is concerned with workforce planning, recruitment and selection, talent management, employment issues such as employee retention and absenteeism, flexible working, and the management of diversity and inclusion. Therefore, human resource management practice is the most crucial element to create effective and efficient employees.

There have been many studies from different part of the world under the Effect of HRM practices on perceived employee performance in different sectors. However, the researcher could only access few studies undertaken related to this topic in Ethiopia. The researcher also found out that no study carried out on the effect of HRM practices on employee performance in the ministry of Trade and Industry.

Additionally, the aforementioned studies were carried out in a different culture and time which make it difficult to show and conclude the effect of HRM practices on Employee Performance based on these studies. Hence, this research is essential to know the current status of the HR practice in the ministry and its effects on employees' performance.

When referring specifically the case of the Ministry of Trade and Industry, the researcher collected Five years employee's data from the Ministry of Industry for the years 2014-

2018 (see table 1.2 that attached in appendix). As seen in the data 66 employees resigned from the organization in 2016 alone and the turnover rate is calculated at 36.04% which is significant. The exit interview report published same year revealed that 51.06% of the total resigned employees left the organization due to low salary and benefit packages. The second major causes of their resignation were also Training & Development and Career Development. As a result of this they sought to look for other better opportunities that could satisfy their needs. This is obviously affects the organization performance by not only losing competent employees but also lacks the capacity to attract new ones from the market. It also creates dissatisfaction which hinders employees to use their maximum effort and decrease their performance.

Based on the above mentioned facts, the researcher wants to study some selected HRM practice among other such as Recruitment and Selection, training and development, performance appraisal and reward management that the Ministry is exercising and identify the relationship between HRM practices with employees' performance. This study, therefore, aimed to contribute to the field of research by analyzing and creating understanding of the link between HRM practices and Perceived employee performance.

The main targets of this study will be to answer the following basic questions:

- What is the status of Human Resource Management (HRM) practice in Ministry of Trade and Industry?
- What is the relationship between human resource practices and Perceived employee performance?
- To what extent do HRM practices influence perceived employee performance?

1.3 Objective of the study

1.3.1 The General Objectives

The general objective of this study is to find out the effect of HRM practices on perceived employee's performance in the case of Ministry of Trade and Industry.

1.3.2 The specific objectives:

- To assess the practice of Human Resource Management (HRM) in Ministry of Trade and Industry.
- To examine the relationship between HRM practices (Recruitment and Selection, training and development, performance appraisal and reward management) and perceived employees' performance.
- To evaluate the extent to which HRM practices (Recruitment and Selection, training and development, performance appraisal and reward management) influence perceived employee performance.

1.4 Scope of the study

The geographical scope of this study is delimited to the ministry of Trade and Industry head Office only. The study focuses on the following human resource management practices (Recruitment and Selection, training and development, performance appraisal and reward management). Data gathering tools was structured questioners and interview.

1.5 Significance of the Study

First, the result of this study gives a chance for the ministry of trade and Industry to change and manage their human resource policies and practices in appropriate style,

Secondly, the research is supposed to use for further reference to conduct a study in the subject matter of the human resource management practices and employee performance.

1.6 Limitation of the study

The study is aimed at conducting an evaluation of the effect of human resource management practice on employee performance might not be fully welcomed by all since it may create unintended alarm among some management members(like human resource, Strategic planning and change management directorates. Secondly, regarding the attitude of the respondents towards answering the questionnaire and interviews was carelessly responded. The other pitfall that the researcher was face is lack off enough money to distribute questionnaires to the whole population of the study, so the researcher was draw a sample. To add, due to lack off sponsorship the researcher was face financial challenge to cover the expenses to be incurred.

1.7 Definition of Terms

HRM practice: is composed of the policies, practices, and systems that influence employees' behavior, attitude, and performance. HRM practices have an effect on employee performance and competitive advantage of an organization (Noel, 2007).

Recruitment and Selection (Selection and Staffing): This is the process of recruitment and selection to staff. This involves matching people and their expectations with which

the job specifications and career path available within the organization (Mahapatro, 2010).

Training and development: Training is a planned effort to enable employees to learn job related knowledge, skills, and behavior. Development involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs (Noel, 2011).

Performance appraisal: which includes encouraging risk taking, demanding innovation, generating or adopting new tasks, peer evaluation, frequent evaluations, and auditing innovation processes? This strategy appraises individual and team performance so that there is a link between individual innovativeness and company profitability. Which tasks should be appraised and who should assess employees' performance are also taken into account (Mahapatro, 2010).

Reward management: Incorporating the selection of reward strategies and the administration of payment and benefits systems (Mahapatro, 2010)

1.8 Organization of the study

This study is organized in to five chapters. The first chapter consists of introduction. This includes background of the study, statement of the problem, objective of the study, significance of the study, scope of the study, Limitation of the study and definition of terms. The second chapter presents the theoretical frame work, empirical review of literatures and conceptual frame work. The third chapter consists of research methodology and design that will be used in the study. It describes the type and design of the research; the population and sampling techniques of the study; data collection

instruments and procedures used to collect data and the methods of data analysis. In the fourth chapter will contain data analysis, presentation and interpretation. Finally, the fifth chapter will contain summary of the findings, conclusion, and recommendation.

CHAPTER TWO - LITERATURE REVIEW

This chapter should be divided into two major categories Theoretical Literature Review; the study clarifies concepts and theories of human resource management and employee performance and Empirical Literature Review; the study presents the research findings of several researchers in relation to human resource management. At last, this chapter will end up with the presentation of conceptual framework that indicates Human Resource management as independent variable and employee performance as dependent variable.

2.1 Theoretical Review

2.1.1 The Concept of Human Resource Management (HRM)

It refers to the policies and practices involved in carrying out the ‘human resource (HR)’ aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations (Dessler, 2007). HRM is composed of the policies, practices, and systems that influence employees’ behavior, attitude, and performance (Noel, Hollenbeck, Gerhart & Wright, 2007). HRM practices have an effect on employee performance and competitive advantage of an organization (Guest, 2002; Balochi et al., 2010). The employees of every organization are a basis of competitive advantage. The employees of every organization are a basis of competitive advantage. There has been an increase in the experimental studies that examines the influence of some practices of (HRM) on performance of employees (Becker & Huselid, 2006; Bowen & Ostroff, 2004).

According to Armstrong (2016) the goals of HRM are supporting the organization in achieving its objectives by developing and implementing human resource (HR) strategies

that are integrated with the business strategy (strategic HRM) to contributing the development of a high performance culture ensuring the organization has the talented, skilled and engaged people it needs, creating a positive employment relationship between management and employees and a climate of mutual trust and encouraging the application of an ethical approach to people management.

2.1.2 Recruitment and Selection

Recruitment and selection involves two interrelated processes, recruitment is the process of generating a pool of capable people to apply for employment to an organization while selection is the process by which specific instruments are employed to choose from a pool of applicant's persons most suitable for the job taking into consideration management goals and legal requirements (Bratton & Gold, 2003). It is the process of finding and engaging the people the organization needs. Selection is that part of the recruitment process concerned with deciding which applicants or candidates should be appointed to jobs (Armstrong, 2008 & 2016). Mahapatro (2010, PP.64), the objectives of recruitment to attract people with multi-dimensional skills and experiences that suit the present and future organizational strategies, to induct outsiders with a new perspective to lead the company, to infuse fresh blood at all levels of the organization, to develop an organizational culture that attracts competent people to the company, to search or head hunt people whose skills fit the company's values, to devise methodologies for assessing psychological traits, to seek out non-conventional development grounds of talent, to search for talent globally and not just within the company, to design entry salary that competes on quality but not on quantum and to anticipate and find people for positions that does not exist yet.

2.1.3 Training and Development

Training is a planned effort to enable employees to learn job related knowledge, skills, and behavior. Development involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs. Development programs often focus on preparing employees for management responsibility. Likewise, if a company plans to set up teams to manufacture products, it might offer a development program to help employees learn the ins and outs of effective teamwork (Noël, 2011). As studied by Busungu (2015) in Kenya Insurance company research revealed that training and development of employees help employees adapt to their new surroundings through socialization, affect recruitment of employees, Create efficient and effective service delivery, boosts employee motivation, and productivity. Employee training also lowers employee turnover to a great extent.

Guest (1987) argues that policies are necessary to ensure that employee performance is evaluated, which in turn ensures that the appropriate training and development take place. With the help of the performance appraisal reports and findings, the organization can be able to identify development needs. However, individuals themselves can help to indicate the areas requiring improvement as a result of the issues raised in the performance appraisal process and their career path needs. Training plays an important role in motivating employees to take part in organized projects, to willingly support programs that will improve the organization and to do their best in order to see that organizational goals are achieved (Bolman & Deal, 2011).

2.1.4 Performance Appraisal

Evaluating employee performance is a key responsibility of managers. Performance appraisals, a powerful tool, provide documented feedback on an employee's level of performance. It helps to determine continued employment, promotion, transfer, bonuses, and pay raises, and allow for improved communications between managers and employees. Different scholars have defined Performance Appraisal from different perspectives. Encouraging risk taking, demanding innovation, generating or adopting new tasks, peer evaluation, frequent evaluations, and auditing innovation processes. This strategy appraises individual and team performance so that there is a link between individual innovativeness and company profitability. Which tasks should be appraised and who should assess employees' performance are also taken into account (Mahapatro, 2010, PP.13 & 101). Performance appraisal is about how managers should appraise, manage performance, identify and develop potential, and train and develop employees. The survival and growth of business depends upon the quality of the human resources within the organization. This puts pressure on the capacity of managers in appraisal, career management and development activities.

According to Torrington, Laura & Taylor (2005), performance appraisal is a measure of personality traits that were felt to be important to the job such as creativity, enthusiasm, drive etc.

As per Grote (2002), Performance Appraisal is a formal management system that provides for the evaluation of the quality of an individual's performance in an organization. It is the process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to those employees (Mathis and Jackson, 2000).

According to Landy and Farr (1983), performance appraisal data is organized into two groups: judgmental or subjective measures and nonjudgmental or objective measures. Although judgmental measures are more broadly used, objective performance

measurements (e.g. production rates, time to complete a task, and scrap rates) have been helpful measures of performance for routine, manual jobs (Rothe, 1946). Even so, whether it is measured subjectively or objectively, the outcome of the performance appraisal gives an insight to the management to how and to what extent an employee is performing a given tasks and exhibit behaviors. (Collins and Clark, Mohamed .et al. 2003). Performance appraisal was found to have both direct and indirect effect on administrative performance of employee and the feedback obtained from performance appraisal activities, usually conducted at least once annually can help to improve administrative processes.

2.1.5 Reward Management

According to Armstrong (2010, PP, 33), there are benefits of reward management : deeper and longer-lasting impact on the motivation and commitment of people, enhancing employment relationship, flexibility to meet individual needs, help to deliver a positive psychological contract and this can serve as a differentiator in the recruitment market. According Beaumont (1993), reward systems is to enhance the motivation of individual employees, and hence their current on-the-job performance. Incorporating the selection of reward strategies and the administration of payment and benefits systems (Mahapatro, 2010). As argued by (Keller & Szilagyi, Begum W. et al. 1976, 2016) it is a process designed to motivate employees to increase morale, commitment, productivity, and teamwork, rewards and recognition are often given through both monetary and nonmonetary means. Literature supports the idea that reward and recognition are important factors that influence employee behavior, job satisfaction, and employee performance.

According Armstrong (2007), rewarding people according to the value they create, aligning reward practices with business goals and with employee values and needs,

rewarding the right things to convey the right message about what is important in terms of behaviors and outcomes, helping to attract and retain the high-quality people the organization needs, motivating people and obtain their engagement and commitment and developing a high-performance culture are the aims of reward management.

According to Armstrong (2007) and Rose (2014), Reward management deals with the strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by financial, material reward and Psychological rewards. Reward management deals with the strategies, policies and processes required to ensure that the value of people and the contribution they make to achieving organizational, departmental and team goals is recognized and rewarded. It is about the design, implementation and maintenance of reward systems (reward processes, practices and procedures), which aim to meet the needs of both the organization and its stakeholders. The overall objective is to reward people fairly, equitably and consistently in accordance with their value to the organization in order to further the achievement of the organization's strategic goals.

2.1.6 Employee performance

Employee performance is a core interest for any organization as it reflects the organizational productivity by reflecting the employee' ability to attain the goals as planned. Pushpakumari (2008) stated that performance is very much depended on perception, values and attitudes. Porter and Lawler (1974) defined performance as a function of individual ability and skill and effort in a given situation. In other words, employee's performance is the ability of the employees to work effectively and efficiently in order to accomplish the organizational goals and objectives (Kovach, 1987). Perceived employee performance represents the general belief of the employee about his behavior

and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as “declarative knowledge”, “procedural knowledge” and “motivation” (McCloy, Campel & Cudeck, 1994). Buchner (2007), as cited by Armstrong (2009), there are three theories underpinning performance management:-

2.1.6.1 Goals theory

Goal theory as developed by Latham and Locke (1979) highlights four mechanisms that connect goals to performance outcomes: 1) they direct attention to priorities; 2) they stimulate effort; 3) they challenge people to bring their knowledge and skills to bear to increase their chances of success; and 4) the more challenging the goal, the more people will draw on their full repertoire of skills. This theory underpins the emphasis in performance management on setting and agreeing objectives against which performance can be measured and managed.

Goals inform individuals to achieve particular levels of performance, in order for them to direct and evaluate their actions; while performance feedback allows the individual to track how well he or she has been doing in relation to the goal so that, if necessary, adjustments in effort, direction or possibly task strategies can be made. Robertson, Smith and Cooper (1992). Goal theory supports the agreement of objectives, feedback and review aspects of performance management.

2.1.6.2 Control theory

According to Armstrong (2009), Control theory focuses attention on feedback as a

means of shaping behavior. As people receive feedback on their behavior they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome it. Feedback is recognized as a crucial part of performance management processes.

2.1.6.3 Social cognitive theory

Social cognitive theory was developed by Bandura (1986). It is based on his central concept of self-efficacy. This suggests that what people believe that they can or cannot do powerfully impacts on their performance. Developing and strengthening positive self-belief in employees is therefore an important performance management objective.

The main purposes of performance evaluations are to provide input into such important decisions as promotions, transfers, and terminations. Evaluations identify training and development needs. They pinpoint employee skills and competencies that are currently inadequate but for which programs can be developed to remedy (Mahapatro, 2010, PP.114).

2.2 Empirical studies

There are many researchers conducted around the world that showed the relationship between human resource practices and perceived employee performance. Under this topic the researcher consider only few studies to show the gap and the relationship between HRM practices and employee performance in the ministry of Trade and Industry.

2.2.1 Recruitment and Selection and perceived employee Performance;

Recruitment and selection is one of the human resource management practices. The object of recruitment is to find suitable candidates to meet organizational needs, in as cost effective a way as possible (Tyson, 2006). Tanveer (2011) ,study revealed that recruitment and selection found significantly related and impact with performance of employees. HRM practice has significant impact on organizational performance (Kassa, 2016). (Fatema.N, 2018, PP.11), the study revealed that Recruitment and selection constructive relationships with employee performance. AS Jouda (2016), undertaken a study in Gaza University, he found that an increase employee's performance, the university management should implement the human resource management practice includes (selection, training and development, compensation and rewards, performance appraisal) in order to increase their efficiency on the university performance. staff selection was positive and shows positive change in dependent variable, so it shows staff selection and employee performance are positively related(Ahamd and Jemal,2016)

H1: There is a significant and positive relationship between Recruitment & Selection and perceived employee performance.

2.2.2 Training and Development and perceived employee performance;

Tanveer (2011) revealed that training and development found significantly related and impact with performance of employees. The study undertook at Debrebrhan University showed that HRM practice has significant impact on organizational performance. The study found that university performance can be attributed by training and development (Kassa, 2016). The study conducted by Yaounde (2017), training practice and employee performance were correlated. This indicated that an improvement in training practices; it is most likely to cause a slight improvement in employee performance. Hassan (2016)

concluded that Training and employee involvement play a positive role in increasing employee's performance. According to Sarker.S (2017) study found that Training and development is the most influential factors of Hrm practice in order to strength of association with the employee performance. Hypothesis was supported, i.e. employee performance is significantly related to training and development. AS Jouda (2016), undertaken a study in Gaza University, he found that an increase employee's performance, the university management should implement the human resource management practice includes training and development, in order to increase their efficiency on the university performance Mohamd (2014), found that regression analysis proved that there was a significant relationship between training on employee performance.

H₂: There is a significant and positive relationship between Training & Development and perceived employee performance.

2.2.3 Performance appraisal and perceived employee performance;

Performance evaluation is found to be a major contributor to performance (Tessema and Soeters, 2006); this may be because employee performance evaluation is crucial for most HR practices in that, if it is done properly, it could serve several purposes: first, for taking proper personnel actions such as salary increment, promotion and other incentives. Farooqi (2016) argued that performance evaluation is a significant and positive relationship with employee performance; the individual's performance, highlight the potential of employees and determine the future needs for training in development; Strong and positive correlation of performance evaluation practices with the employee performance. Tanveer T. et al (2011) study revealed that performance appraisal found significantly related and impact with performance of employees. The study undertook at Debrebrhan University

revealed that human resource practice has significant impact on organizational performance. According to Jouda(2016) studied in Gaza University found that an increase employee's performance, the university management should implement the performance appraisal in order to increase their efficiency on the university performance. The impact of human resource management in case of Telekom Malaysia, the study was found that Performance appraisal has moderate influence on the performance and employee participation in decision making has least influence on the performance (Mohamd, 2014).

H₃: There is a significant relationship between performance Appraisal & perceived employee performance

2.2.4 Reward management and perceived employee performance;

Compensation issues affect most HR practices or functions either directly or indirectly. For instance, compensation affects employee motivation and practices, salary was also found to be significant, which in turn suggests that compensation-related issues considerably affect HRM outcomes such as employee's motivation and retention (Tessema and Soeters, 2006). Compensation is a significant and positive relationship with employee performance; A comprehensive compensation system can contribute a lot to attract and retain the competitive human resources and can also shape the behaviors and performance of employees. Balanced, fair and competitive compensation system affects the retention of talented employees; a strong and positive correlation of compensation practices with the employee performance. (Farooqi, 2016). The study undertook at debrebrhan university revealed that HRM practice has significant impact on organizational performance. The study found that university performance can be attributed by HRM

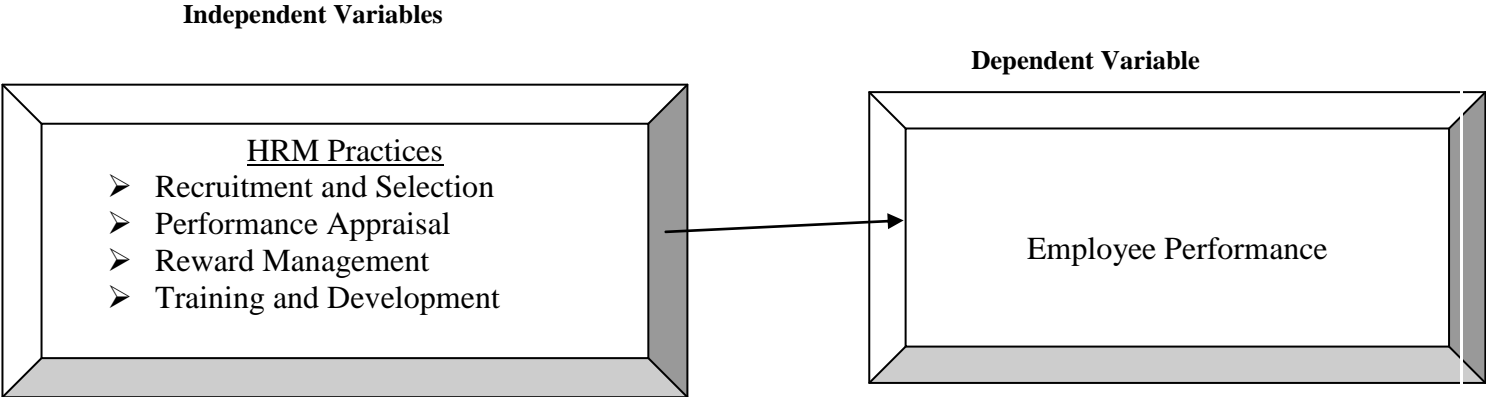
practices; compensation (Kassa, 2016). Compensation management has significant influence on the enhancement of employee performance (Fatema.N, 2018) found that compensation and the pay structure directly impact the performance of the employees. For achievement of the employee as well as organizational performance; it is financial or non-financial; compensation in the form of pay, rewards or incentives are the most important factor to the employee. AS Jouda (2016), undertaken a study in Gaza University, he found that an increase employee's performance, the university management should implement the human resource management practice includes compensation and rewards, in order to increase their efficiency on the university performance.

H4: There is a significant and positive relationship between Reward Management and perceived employee performance. Hence the entire hypotheses are taken from the work of others scholars.

2.3 Conceptual Framework

In this section, the Researcher developed the Conceptual framework based on the review of literatures of the study that indicates the relationship between HRM practices, as independent variable, and Employee Performance (as dependent variable).

Fig. 2.1 conceptual framework of the study



Source: own survey (2019)

Chapter Three- Research Methodology

This chapter focuses on the research design, the source of data, sampling and sampling techniques, data collection methods and data analysis procedures that the researcher applied to conduct this research.

3.1 Research Design and Approach

The purpose of the research is to assess and investigate the effects of HRM Practice on perceived Employee Performance in Ministry of Trade and Industry. To conduct such kind of research, the researcher adopted explanatory research design. This research design is preferable to identify and explain the relationship among different variables. For this reason the researcher followed this research design for the intended study to explain the relationship between the human resource management practice and perceived employee performance in the Ministry.

3.2 Source of data

The study used both primary and secondary data sources. The primary data was collected through questionnaires from the employees who are working for the ministry and through interviews from management staff. The secondary data was collected from different data sources such as professional journals, books, and the organizational HR data bank.

3.3 Data Collection methods

3.3.1 Questionnaires

Questionnaires are suitable tool for gaining quantitative data but can also be used for qualitative data. A questionnaire enables to organize the questions and receive replies without actually having to talk to every respondent. It is a very flexible tool that has the advantages of having a structured format, is easy and convenient for respondents, and is

cheap and quick to administer to a large number of cases covering large geographical areas (Walliman, 2011).

The questionnaire was the main data collection instrument that helped to collect different information from employees who are working in the Ministry of Trade and Industry. For this study, the researcher prepared both closed ended and likert scale questionnaires to answer basic research questions.

3.3.2 Interviews

Interviews are more suitable for questions that require probing to obtain adequate information. They are particularly useful when qualitative data are required.

To strengthen the data collected through questionnaires the researcher used interviews to collect data from human resource manager, Strategic management manager and change management manager of the ministry. Because those managers have close contact with the employees and know the performance of each individual as well as have the exposure to know the challenges that hinder the employees to utilize their potential effectively. The researcher conducted a face-to face interview and by telephone with those managers in the ministry.

3.3.3 Population, sample and sampling techniques

‘Population’s collective term used to describe the total quantity of cases of the type which are the subject of the study. It can consist of objects, people and even events (Walliman, 2011).

There are 887 employees working for the Ministry. Sample size is number of items to be selected from the population to constitute a sample. It refers to the appropriate number of

respondents for the study, and that was taken from the total population who are working in the ministry of Trade and Industry.

Thus, the sample sizes were chosen so as to represent the whole population. The study determined sample size by considering Yamane (1967:886) Statistical Formula:

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

Where n = sample size N = population of the study, Where the study considered 5% as tolerable Error and 95% as confidential level. The calculated sample size of the population was approximately 275 employees. The researcher used proportionate stratified sampling techniques that could be assumed to represent fairly each sector. Simple random sampling technique was also adopted for the respective sectors until the required sample size is reached since simple random sampling technique is supposed to be well representative to the intended research work.

Table 3.1 Target Population and Sample Size

Strata	Total # of employees	Sample size 31%	% Sample proportion
Regulatory trade sector	81	25	9%
Promotion trade sector	277	86	31%
trade sector sub total	358	111	40%
Industry sector	144	45	17%
Supportive staff both sectors	385	119	43%
	887	275	100%

Source: own survey (2019)

3.4 Data collection procedures.

Data collection instrument which were used in the study was prepared on the basis of review of literature and research questions. Relevant and suitable questionnaires was prepared in English, and translated to Amharic for simple understanding for the respondents. The questionnaire consists of likert scale and close-ended. The questionnaire was divided into two parts. Part – 1 of the questionnaire consists of profile of the respondents such as, gender, education, occupation and experience. Part – 2 contains the main body of the questionnaires. The structured close ended questionnaires were distributed to the respective respondents returned afterwards.

3.5 Data analysis/ Data Analysis Methods

The data obtained from the respondents was analyzed by using statistical packages for social science (SPSS) version 20. The responses of the questionnaire were filled by the employees and analyzed by using descriptive statistics, finally regression analysis. The data was analyzed and presented quantitatively by using tools like percentile, tables, charts, graphs and others to facilitate the interpretation of the results of the data. In addition, the information gathered through interview was discussed qualitatively to understand the interrelationship between different human resource practice and employee performance.

3.6 Reliability Test

To establish how closely related the variables are in the study, a Cronbach's alpha test was done. According to Andrew, Pedersen, and McEvoy (2011), Cronbach's values range from 0 to 1. However, values at or above 0.7 are desirable. Based on this assumption the data was considered acceptable with an overall reliability coefficient of 0.94. The findings are presented in the table below.

Table 3.2 reliability test result

Item's	Cronbach's Alpha	No of Items
Recruitment and selection	0.75	6
Performance Appraisal	0.88	9
Training and development	0.86	7
Reward Management	0.68	5
Employee Performance	0.87	9
Overall Cronbach's Alpha	0.94	36

Source: own survey (2019)

It can be observed from the reliability statistics test table 3.2 above that the Cronbach's Alpha varies between the range 0.75 and 0.88. This shows high consistency among the items of the constructed. Since all items are considered useful and reliable for computing scales, no items were being deleted.

3.7 Ethical consideration

- The researcher informed the target group of study that was subjected in this research project that they have the freedom to withdraw from the study at any time without any unfavorable conditions, and they would not be harmed as a result of their participation or non-participation in the project to ascertain their participation in the study was voluntary

- Participants were informed of the purpose of the research and assured of confidentiality; the questionnaires were completed namelessly by respondents and treated confidentially.

Chapter Four- Data analysis interpretation and discussion

Introduction

This section includes the rate of response, demographics analysis , analysis of HRM practices and employee performance from the data that collected, the relationship between HRM practices and employee performance, to what extent HRM practices affects employee performance, discussions of the finding.

4.1. Sample and Response rate

The study had a population of 887 and a sample size of 275 respondents working for the ministry of Trade and industry. To increase the probability of a good response rate, 275 questionnaires were sent out; from which 270 respondents filled and returned the questionnaires. Leaving a total of 5 questionnaires unreturned. According to Mugenda (2003); Cooper and Schindler (2014), 50% response rate is adequate for analysis, while 60% is good and 70% excellent response rate for analysis. Therefore, the research's response rate of 98.18% excellent enough to proceed with data analysis.

4.2 Demographic Characteristics

Table 4.1: Demographic Characteristics

Variables	Demographic variables	Frequency	Frequency percentage	Valid percentage	Cumulative Percentage
Gender of the respondents	Female	88	32.6	32.6	32.6
	Male	182	67.4	67.4	100
	270	270	100	100	
Age of the respondents	18-30	166	61.5	61.5	61.5
	31-40	80	29.6	29.6	91.1
	41-50	8	3	3	94.1
	51-60	16	5.9	5.9	100
	Total	270	100	100	
Level of education	Primary	8	3.0	3.0	3.0
	Secondary	11	4.1	4.1	7.0
	Diploma	4	1.5	1.5	8.5
	Degree	232	85.9	85.9	94.4
	Above degree	15	5.6	5.6	100
	Total	270	100	100	
Experience	0-5	146	54.1	54.1	54.1
	6-10	87	32.2	32.2	86.3
	11-15	12	4.4	4.4	60.7
	16-20	19	7.0	7.0	97.8
	Above 21	6	2.2	2.2	100.00
	Total	270	100	100	

Source: Own Survey (2019)

4.1.1 Gender Distribution

In order to determine the gender distribution in the organization, respondents were asked to indicate their gender by checking either male or female in the questionnaire. The findings showed that male respondents were more than with female a representation of 67.4% (182 in number out of the 270), the remaining represent by female they were 32.6% (88 in numbers out of 270).

4.1.2 Age of the Respondent

The study also looked to establish the age bracket of the respondents by asking them to check the boxes with their age. The findings showed the highest percentage of 61.5% of the respondent were between the of 18 and 30 years old (in number 166 out of the total respondent 270,) i.e. most of the respondent were at young age in the ministry, 29.6% of the respondents were between the age of 31 and 40 years old (in number 80 out of the total collected which is 270 respondents), which is the second most dominant age in the ministry, 3.0% of the respondent were between the age of 41 and 50, 2.6% of the respondent i.e. few in number (in number 8 out of the total respondents) . Between the age of 51 and 60 years old 5.9%. They were also few in numbers out of the total population about 16 in number.

4.1.3 Level of Education in the organization

It was also necessary for the study to determine the educational levels of the respondents as that could help to determine the level of understanding of the respondents about the different HRM practices to evaluate their respective effect on perceived performance employee. The table in the above showed that the respondents hold a wide range of educational qualifications from masters and above level. Majority of the sample group were holding first degree which account for 85%, followed by above degree which is 5.5%, diploma 1.5%, higher school 4.1%. This implies that people of different educational qualifications are assumed to work in the Ministry and the large proportion of them degree and master's and above graduates who do have at least the basic knowledge about the management concept of human resource practice and also its association with employees performance or in organizational performance.

4.1.4 Level of experience in the Organization

The study finds out how long the respondents have worked in the ministry of Trade and Industry. The findings showed those that had 0-5 years' experience were 146. 6-10 years' experience was 87. Respondents with 11-15 years were 12, 16-20 were 19 and lastly those with over 21 years of work experience were 6. The above findings confirmed that most of the respondents had served the ministry for a short period of time. This indicates that most of the employees have few experiences in the Ministry so that they may not know well about the human resource practice and how that HRM can affect their performance in the ministry.

Section one: Descriptive Analysis

In the final section of the questionnaire respondents were asked the effect of HRM practice on employee performance and asked to fill in their option by selecting answers corresponding to their choice on the Likert scale options (5=Strongly agree, 4=Agree, 3=Neutral, 2=Disagree, 1=Strongly disagree).

Table 4.2 Assumptions likert scales mean values;

No.	mean scored	Respondents
1	1-1.5	Strongly disagree
2	1.6-2.5	Disagree
3	2.6-3.5	Neutral
4	3.6-4.5	Agree
5	Above 4.5	Strongly agree

Source: Burns (2008)

Depending on the above assumptions the mean and standard deviation of the HRM practices and employee performance in the ministry of Trade and Industry as follows;

4.2.1 Perception on Human resource management practices and employee performance

Table 4.3: Perception on HRM practice and perceived employee performance

Variables	N						mean	Standard deviation
		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree		
Recruitment selection	270		72	360	882	306	2.26	0.6
Percentage (%)			4.4	22.25	54.51	18.91		
Performance Appraisal	270	14	114	668	1487	130	2.3	0.7
Percentage (%)		0.58	4.72	27.68	61.62	5.39		
Reward Management	270	1	54	303	726	101	2.23	0.5
Percentage (%)		0.08	1.56	25.87	61.27	8.52		
Training and Development	270		72	270	1368	180	2.1	0.6
Percentage(%)			3.81	14.29	72.39	9.52		
Employee performance	270	3	120	543	1542	222	2.2	0.7
Percentage (%)		0.12	4.93	22.35	63.46	9.14		

Source: Own Survey (2019)

In the table above showed that recruitment and selection has the mean value scored of 2.26. If the mean value falls between 1.5 and 2.5 the respondent disagree with this practice (burn, 2008). The finding also supported by the frequency distribution percentage of 54.51% from the total respondents was disagree with this practice. This implies that recruitment and selection practice in the ministry of trade and Industry is low level.

The above table showed that performance appraisal practice aggregated mean scored of 2.3. If the mean value scored between 1.5 and 2.5 then according to likert scale assumptions Burns (2008) the respondent's response rate falls with disagree. Furthermore, this finding supplemented by the frequency distribution percentage rate of 61.62% from the total respondent also disagrees with the practice of performance appraisal. This means performance appraisal practice in the ministry was low.

Reward Management practice aggregated mean scored of 2.2. If the mean value scored falls between 1.5 and 2.5 then the respondents were disagree with reward practice. In addition to the above fact, the findings also supported by the frequency distribution percentage of 61.27% from the total responses rate were disagree with practice. Hence, the researcher can concluded that reward practice in MOTI was low.

And also the table above showed that training and development practice average mean has scored of 2.1. According the assumption given above the respondents were disagree with this practice. Beside to the above mean result, the frequency distribution percentages of this practice of 72.39% from the total respondents were disagree. This showed that the ministry has low practice in training and development. Finally, the researcher asked the perception of employees on their own performance level the mean scored result was falls under disagreed level. Furthermore, the frequency distribution percentage of this practice showed that 63.46% of the total respondents were disagree with their own performance. Therefore, in this study the researcher can conclude that human resource practice (recruitment and selection, reward management, performance appraisals and training and Development) and employee performance in the ministry of trade and industry the respondents were disagree and the level these practices were low.

4. 2.2 Interview response

Heads of from HR, Strategic Planning and Change Management sections were also interviewed related to the subject to triangulate the responses from employees side collected through questionnaires with that of the Management view of point. Accordingly, for the interview question is there clear recruitment and selection criteria for the open vacant position at the Ministry, the HR Directorate, the Strategic Planning Directorate and Change management directorates all had similar answers and saying that yes, the vacant posts consist of the educational, skill and knowledge requirement for the position, experience required with duties and responsibilities of the position.

However, based on the descriptive analysis presented above, most of the employees were not in agreement with the above statement and showed that they are dissatisfied with the recruitment and selection criteria set by the Ministry.

With regard to the second variable i.e. Training and Development, the three directorates were asked if there is any training and development practices at the Ministry and how the program is run. The HR Director replied that there is a training and development practice in their organization. They usually plan and make appropriate budgeting at the beginning of the year. They also usually make training need assessment and tried to organize as much as possible internal and external trainings based on the gap analysis. The other two Directorates agreed that there exists training need assessment and different trainings offered to employees. However, they question on the fairness and effectiveness of the training provided to employees. They further elaborated that post assessment is not conducted after the training whether the training brought the required behavior and change of the status quo.

Similar to the strategic and change management directorates, the employees do not believe that enough training opportunities were not offered to all. This implies that they have also fairness issue. The response from the employees also indicated that the trainings offered did not help to improve their decision making and problem solving skills. In general, it can be concluded that they were not satisfied with the training and development practice applied at the ministry.

Both the HR and Change Management Directorates believed that there is implementation problem even if there is performance evaluation practice in the organization and appropriate tool is designed and provided to managers. The HR Director also believes that supervisors are biased in filling their direct supervisees according to their real performance and the feedback provided by them is not reflecting the overall achievement of the employees objectively. In contrast with the two Directorates, the Strategic Directorate believes that result based evaluation is done every six months and feedback is provided on the comment section of the performance evaluation format followed by signature of both the supervisor and the employees side.

The response of the majority of employees reflects that there is a performance appraisal system for formality. They are not appraised objectively and they were not provided appropriate feedback. They also believe that the result of the performance appraisal do not serve the purpose.

For the fourth interview question asking the directorates if the reward system depends on employees performance at the Ministry, all of the respondents agreed at one point that there said to be reward management system at the ministry which is not practical and

they preferred to say there is no reward system at the ministry in general. This response was similar with that of the employees' response in which their reflection was very dissatisfying reward management system.

Finally, the directorates were asked to describe the contribution of human resource management practices for the performance of employees. Hint was given to the respondents that HRM practices included Recruitment and selection criteria, Training and Development, Reward Management system and performance appraisal system. They replied that all are interrelated and very important factors for enhancement of the performance of the employees. Having clear recruitment selection criteria and deploying the right employee for the position is the first move for achieving the objective of the job. By identifying gaps through performance appraisal system and offering training and development program to employees enhances the employees' performance. Likewise, good reward management system motivates employees for better achievement.

Section Two: the relationship between HRM practices and Employee Performance

Identifying the relationship between two or more variables is the most important in research activity. Correlation is a statistical method used to determine whether a relationship between variables exists. To determine whether two or more variables are related and to determine the strength of the relationship between or among the variables are used (Allan, 2009, pp 534). The correlation coefficients have ranges from 1 to -1. I.e. if the correlation coefficient is between 0 and +1, it is said be positive relationship between variables, the correlation coefficient is between -1 and 0, it said to be negative

the relationship between variables. If the correlation value exactly +1 and -1 called perfect positive and perfect negative respectively. The correlation coefficient symbolized by r. When we come to this study, the research would identify relationship between human resource practice and perceived employee performance. Based on the questionnaires that were filled by the employees of the ministry of trade and Industry on HRM practice and employee performance, the result of the correlation analysis between those variables is listed in the table below.

Table 4.4: The Correlation between HRM practices and employee performance

		Correlations				
		RS	PA	TND	RM	EP
RS	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	270				
PA	Pearson Correlation	.780**	1			
	Sig. (2-tailed)	.000				
	N	270	270			
TND	Pearson Correlation	.572**	.784**	1		
	Sig. (2-tailed)	.000	.000			
	N	270	270	270		
RM	Pearson Correlation	.482**	.559**	.423**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	270	270	270	270	
EP	Pearson Correlation	.607**	.623**	.514**	.523**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	270	270	270	270	270

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

Source: Own Survey (2019)

Where EP- Employee performance RM-Reward Management, TND-Training and Development

RS-Recruitment & Selection, PA-Performance appraisal

Pearson correlation test was conducted as depicted in table 4.11 to know the degree of relationship between the independent variables, which are perceived performance appraisal, perceived reward Management, *recruitment and selection*, perceived training and development and the dependent variable *perceived employee performance*. As shown

in the table the independent variables, which are *recruitment and selection and, performance appraisal, reward Management, training and development* have a significant & positive relationship with the dependent variable (**perceived employee performance**) with correlation coefficient 0.607, 0.623, 0.514 and 0.523 respectively. From the correlation table (F), all independent variables (performance recruitment and selection, performance appraisal and training and development and reward management) are correlated with employee have highest correlation coefficient of $r = (0.61, 0.62$ and 0.51 and 0.52 respectively which is P value less than 0.05,) As shown in the table all the independent variables are also significant and have positive relationship with dependent variable which is perceived employee performance.

According to (Wong and Hiew, 2005) the correlation coefficient value(r) range from;

- ✓ 0.10—0.29, is considered to be weak,
- ✓ 0.30-0.49, considered to be moderate,
- ✓ 0.5-1.0. Considered to be as strong relationship between dependent and independent variables.

Therefore in this study we can conclude that recruitment and selection, reward management, performance appraisals and training and Development have strong positive relationship with employee performance in the ministry of trade and industry.

Section Three: Effect of human Resource practice on employee performance

4.3.1 Assumption of regression analysis

Meeting the assumptions of regression analysis is necessary to confirm that the obtained data truly represented the sample and that researcher has obtained the best results (Hair et al., 1998). Two assumptions for regression analysis used in this study discussed for the individual variables: multi-collinearity and linearity (Hair et al., 1998). In the following paragraphs, each assumption is explained.

4.3.1.1 Multi-Collinearity Diagnostics:

The results of multi collinearity confirm that there are no high correlations between the independent variables using the Variance Inflation Factor (VIF), Tolerance test for each variable to ensure the independence of errors. Taking into account the Variance Inflation Factor not to exceed the allowable value (10), Tolerance value greater than (0.2). Table 4.5 shows the results of these tests.

Table 4.5: Results of Multi collinearly

	Tolerance	(VIF)
Recruitment and Selection	.385	2.596
Performance Appraisal	.206	4.851
Reward Management	.381	2.622
Training and Development	.682	1.467

Source: Survey (2019)

The multi collinearity in this study was checked using the Tolerance and VIF value. As it is showed in the Table 4.5 all independent variables (recruitment and selection, performance appraisal, reward management and training and development) have a

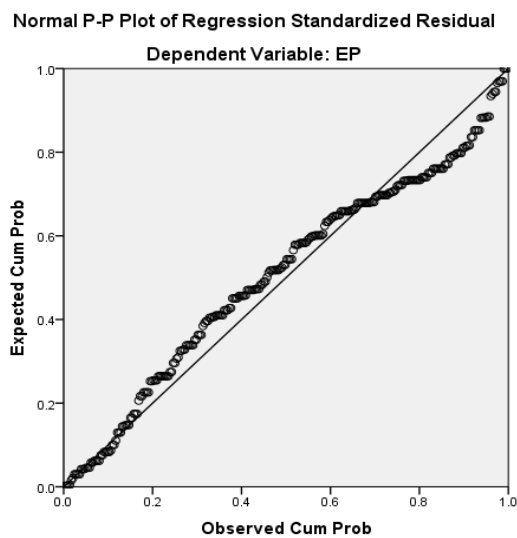
Tolerance value greater than 0.2 and a VIF value less than 10. i.e. the data checked multi collinearity passed for further regression analysis.

4.3.1.2 Homoscedacity test

The linearity of the relationship between the dependent and independent variable represented the degree to which the change in the dependent variable is associated with the independent variable (Hair et al., 1998). In a simple sense, linear models predict values falling in a straight line by having a constant unit change (slope) of the dependent variable for a constant unit change of the independent variable (Hair et al., 1998).

The scatter plot is a visual way to describe the nature of the relationship between the independent and dependent variables (Bluman, 2009). In our case the graph shows most likely linear relationship between human resource practices and perceived employee performance.

Figure 4.1 Homoscedacity test



Source: own survey (2019)

4.3.1.3 Normality test

Table 4.6: Skewness and Kurtosis Test result

Statistics						
		RS	PA	TND	Rw	EP
N	Valid	270	270	270	270	270
	Missing	0	0	0	0	0
Skewness		1.563	2.335	1.373	1.773	1.127
Std. Error of Skewness		.148	.148	.148	.148	.148
Kurtosis		4.340	6.162	2.799	6.946	3.203
Std. Error of Kurtosis		.295	.295	.295	.295	.295

Source: own survey (2019)

Hence, one of our assumption or normality test can be done using Kurtosis test by the help of SPSS version 20. As we can see from the Table 4.6, even though the distribution is positive skewed we can say that it is approximately normal. Since a normal curve has 0 skewness or symmetrical. As to the reference of kurtosis measure, out of all the indicated values of variables, Training and development and employee performance have nearly Kurtosis values =3 but the rest which are recruitment and Selection and performance appraisal and reward management have values greater than the normal.

4.3.3 Effect of human Resource practice on employee performance

A multiple regression correlation R can also be computed to determine if a significant relationship exists between the independent variables and the dependent variable. Multiple regression analysis is used when a statistician thinks there are several independent variables contributing to the variation of the dependent variable. This analysis then can be used to increase the accuracy of predictions for the dependent variable over one independent variable (bluman, 2007). *The general form of the multiple regression equation with k independent variables is*

$$Y = b_0 + b_1X_1 + b_2X_2 + \dots + b_kX_k + \epsilon$$

Where Y = the Predicted Dependent Variable

$b_0 = \text{Constant}$ b_1, b_2 and b_n unstandardized regression coefficients

X_1, X_2 and x_n are the explanatory variables and the error term ϵ (the Greek letter epsilon) is a random variable. In multiple regressions, the strength of the relationship

between the independent variables and the dependent variable is measured by a correlation coefficient. This **multiple correlation coefficient** is symbolized by R.

Hence, $EP = b_0 + b_1RS + b_2PA + b_3RM + b_4TND + \epsilon$ Where b_1, b_2, b_3 and b_4 are the Unstandardized regression coefficients.

Table 4.7 : Model Summary

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684 ^a	.467	.459	.34356
a. Predictors: (Constant), TND, RM, RS, PA				
b. Dependent Variable: EP				

A. Predictors: (Constant), TND, RS, RM, PA

B. Dependent variable: employee performance

Where TND= training and development

RS= recruitment and selection

RM= Reward Management

PA= performance Appraisal

In the above table the model summary the multiple regression correlation efficient R =0.684 represent the correlation between employee performance and independent variables which are (training and development, recruitment and selection, Reward Management, performance Appraisal). R square represents the proportion of variance in the dependent variable which explained by independent variables (0.467). Adjusted square(R=0.459) this means 45.9 % the variation of employee performance is due to the predictors (recruitment and selection, performance appraisal, training and development and reward management). The remaining 54.1% of variations on employee performance

are explained by other variables out of this model or variables which are not incorporated in this study.

Table 4.8: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.445	4	6.861	58.127	.000
	Residual	31.280	265	.118		
	Total	58.724	269			

Source: Survey data (2019)

A. Dependent Variable: EP

B. Predictors: (Constant), TND, RM, RS, PA

From the above ANOVA table F value is significant (significant value is less than 0.05) it means dependent variable is significantly affected by the respective independent variable

Table 4.9: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.226	.142		1.593	.112
	RS	.343	.085	.293	4.062	.000
	PA	.172	.095	.178	1.808	.072
	TND	.112	.077	.106	1.458	.146
	RM	.264	.061	.237	4.358	.000

Source: Survey data (2019)

In the above regression analysis model table points out that the relationship between independent and dependent variable. The model coefficient table reported that the recruitment and selection and reward management have positive and both practices have a significant value of P=0.000 which is less than 0.05. Whereas, performance appraisal

training and development have positive coefficients value but have the p values = 0.072 and 0.146. Therefore, the two variables were Insignificant to the employee performance in the ministry of Trade and Industry.

The beta coefficient result also shows that recruitment and selection has $\beta=0.293$, this implies that a one unit of recruitment and selection increased will leads to an increase in employee performance by 29.3%. Reward management has $\beta= 0.237$, this means that a one unit of reward management increased will leads to an increased in employee performance by 23.3%. While looking at the result recruitment and selection have the greater effects on employee performance in the ministry among the two predictors.

4.3.4 Hypothesis Testing

In this section the major findings of the study are pointed out in the following table;

Table 4.10: Summary of hypothesis testing

Hypothesis	Predictors	r value	Correlation			Regression		
			P value	Degree of correlation	Status	B value	P value	hypothesis Status
H1	RS	0.607	0.000	Strong and positive	Accepted	.293	.000	Accepted
H2	TND	0.523	0.000	Strong and positive	accepted	.178	0.146	Rejected
H3	PA	0.623	0.000	Strong and positive	accepted	.106	0.072	rejected
H4	RM	0.514	0.000	Strong and positive	accepted	.237	.000	Accepted

H1: There is a significant and positive relationship between Recruitment & Selection and perceived employee performance in the ministry of trade and industry was supported.

As shown in regression coefficient table the p value of recruitment and selection practice is equal to 0.000 which is much less than 0.05 if the p value less than 0.05 then we have adequate statistical evidence to accept the alternative hypothesis or we regret to accept the null hypothesis (Abdulazak, 2014)

H2: There is a significant and positive relationship between Training & development and perceived employee performance in this ministry was not supported.

As inferred in regression coefficient table the p value of training and development practice is equal to 0.146 i.e. p value is much greater than 0.05 if $p > 0.05$ then the alternative hypothesis was rejected and Training and development doesn't has influence employee performance;

H3: There is a significant and positive relationship between performance appraisal and employee performance in this ministry was not supported;

As inferred in table 4.11 value training and development practice is equal to 0.072 i.e. p value is much greater than 0.05 if $p > 0.05$ then the alternative hypothesis was rejected and performance appraisal doesn't has influence employee performance;

H4: There is a significant and positive relationship between reward and employee performance in this ministry was supported.

As shown in regression coefficient table the p value of reward management practice is equal to 0.000 which is much less than 0.05 if the p value less than 0.05 then we have adequate statistical evidence to accept the alternative hypothesis or we fail to accept the null hypothesis.

As considered from regression coefficient the table above H1 and H4 alternative hypothesis were accepted, have the p value 0 .000 respectively. Except H2 & H3 which is has a p value of ($p=0.146$ and $P= 0.072$) respectively, then the null hypothesis were fail to accept.

CHAPTER FIVE Finding Summary, Conclusion and Recommendation

5.1 Introduction

In this chapter, the summary, conclusion, and the possible recommendation are presented and described. At the end of this chapter, limitations and suggestions for future research are discussed.

5.2 Finding Summary of the Study

The general objective of this study was to find out the effect of HRM practices on perceived employee's performance in the case of Ministry of Trade and Industry. The research was guided by the three specific objectives of this study. The major findings of this study is summarized and presented as follows:

With regard to the first research object i.e. assessing the status of the practice of Human Resource Management (HRM) at the Ministry, the result of this study revealed that:

- ▶ The Mean and standard deviation corresponding to the recruitment & Selection, Reward Management, performance appraisal and training & development practices were low. This implies that the practice of these key HRM functions are least practiced by the organization.
- ▶ The assessment of employee perception on their performance also showed that low rate of mean and standard deviation. This means that the performance level of the employees is low.

The second objective of this study was to examine the relationship between HRM practices (Recruitment and Selection, training and development, performance appraisal and reward management) and perceived employees' performance.

The correlation analysis shows that human resource practices and perceived employee performance have positive and significant relationship. The first highest correlation is between performance appraisal and employee performance, the second highest correlation is between recruitment and selection and employee performance. The third highest correlation is between training and development and perceived employee performance and the fourth highest correlation is between reward management and perceived employee performance. From this the researcher can say that all HRM practices and employee performance have positive and significant relationship.

The third objective of this study was to evaluate the extent to which HRM practices influence perceived employee performance. The regression model summary result has established 45.9% of the variation of employee performance is due to the predictors or the independent variables (recruitment and selection, performance appraisal, reward management, training and Development).

Based on the standardized coefficients, recruitment and selection accounts greater rate of effect on employees' performance followed by reward management.

The correlation and regression analysis showed that both recruitment & selection and reward management have positive and significant relationship with employees performance at $p\text{-value} = 0.000$. Therefore, H1 and H4 are accepted. On the other hand,

performance appraisal and training & development practices have insignificant positive relationship with that of employees. To this effect, H 2 and H3 is rejected.

5.3 Conclusion of the study

The practices of human resource management are very important in industry as well as in trade sectors, the involvement of modernize HRM system and practices should improves employees and organization effectiveness. In this research the researcher examined four independent variables, (recruitment and selection, performance appraisal, reward management & training and development) and their effect on the dependent variable which is perceived employee performance.

With regard to the status of HRM practice, the aggregate mean rate of variables shows that they fall between 2.1 and 2.3. The researcher can conclude that the ministry has low HRM practice and employee performance. Concerning with HRM practices and employee performance relationship, the correlation coefficient shows that there is a positive and significant relationship between HRM practices and employee performance. In relation to the effect of HRM practices and employee performance, the variation of predictor variables (Human resource management practice) have effects on employee performance by 45.9%. Based on the standardized coefficients, recruitment and selection accounts greater rate of effect on employee's performance followed by reward management. Results in connection with recruitment & selection and reward management are consistent with other researcher findings Tanveer et.al (2011), kassa(2016 Fatema(2018), Jouda(2016) Ahamd and Jemal (2016), Tessema & Soetere(2006), while the results of Training and development & performance appraisal are inconsistent with the previous research finds Sarker(2017), Hassan(2016)

Mohamd(2014), Farooqi(2016), Yaounde(2017), Tessema & Soetere(2006), Tanveer et.al (2011), Jouda(2016) Ahamd and Jemal (2016), There for the researcher can concludes that HRM practices (recruitment & selection and reward Management) in the ministry highly affect employee performance.

5.4 Recommendation

Human resource is the most valuable assets and a competitive advantage of any organization. The performance of the employees and overall performance of the organization will be enhanced when human resource management practices well managed. Based on the findings of the study, the following recommendations are given by the researcher.

- ❖ The Human resources capacitate and engage the line managers as a hiring manager during recruitment and selection. Additionally, set clear selection criteria for internal and external candidates such as the qualification, knowledge and skill required from the job holder. As the ministry is being challenged in getting qualified professionals, the researcher also recommends that to create a network with higher institutions and HR Networks. In case of hiring technical expertise, outsource the recruitment and selection practice.
- ❖ Reward management is obviously one of the major factors to attract and engage employees for a better performance; the researcher recommends the Ministry to study and propose a competitive salary scale and introduce other allowable benefit packages. By doing so the employees will be motivated and their performance will increase.

- ❖ Even though the regression analysis result showed the performance appraisal management and training & development have insignificant effect on employees' performance, based on the interview and descriptive analysis generally, It is recommended to see it critically rather than for formality. And also it is recommended that performance appraisal conducted 360 degree performance appraisal method should be used to track the achievement level of the employees and fill the gap. The training and development program should be arranged based on gap analysis to enhance the capacity of employees and make them ready for better achievement. The ministry should also make the impact assessment to measure the effectiveness and outcome of the training.

5.5 Limitation

Research context was limited to Trade and Industry Sector, while the future research can be extended to different sectors to get more significant results. Small number of respondents has been chosen for this study so a similar study should be conducted by increasing a sample size. This study examined only four human resource practices (recruitment and selection , Performance appraisal, Training & development and reward management), while other human resource management practices can also be used for further study to get a clear idea of the important employee's performance determinants.

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Appendix

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

Questionnaires on the Effect of HRM Practices on Perceived Employee Performance: In case of Ministry of Trade and Industry.

This study collects relevant information from selected employees to help in “The Assessment of the Effect of HRM Practices on Employee Performance”. The information required is only for academic purpose and any information provided would be treated with the highest confidentiality and shall be used only for the intended purpose. The researcher will much appreciated if you could spare some minutes to complete this questionnaire.

General guide lines:

- ✓ No need of writing your name
- ✓ Put your level of agreement by putting (√) sign. Thank you!!

Email address: ya9314@gmail.com

Respondent Demographic Information

1. Gender	
Male <input type="checkbox"/>	Female <input type="checkbox"/>
2. Age	
18 – 30 Years <input type="checkbox"/>	41-50 Years <input type="checkbox"/>
31 – 40 Years <input type="checkbox"/>	51-60Years <input type="checkbox"/>
3. Marital status	
Single <input type="checkbox"/>	Married <input type="checkbox"/>
Divorced <input type="checkbox"/>	
4. Educational Level	
Primary <input type="checkbox"/>	Diploma <input type="checkbox"/>
Secondary <input type="checkbox"/>	Degree <input type="checkbox"/>
Above <input type="checkbox"/>	
5. Experience	
1 – 5 years <input type="checkbox"/>	6-10 years <input type="checkbox"/>
11-15 years <input type="checkbox"/>	16-20 years <input type="checkbox"/>
21 and above <input type="checkbox"/>	

Please express how far these practices in your organization by indicating your level of **agreement/disagreement** on a five point LIKERT scales.

(1)Strongly Disagree (SD)	(2) Disagree (D)	(3) Neutral (N)	(4)Agree (A)	(5) Strongly Agree (SA)
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Using the above scales (1-5) please tick (√) the levels of agreement in each of the items below with regards to the HRM practices and perceived employee performance of your organization.

Code	Items	SA (5)	A(4)	N(3)	D(2)	DA(1)
RS	Recruitment and Selection					
RS1	Appointments in this organization is based on merit					
RS2	Applicants are fully informed about the qualifications required to perform the job before being hired					
RS3	Measurable selection criteria's are developed and used while filling up jobs					
RS4	In this organization, line managers and HR managers participate in the selection process					
RS5	The recruitment and selection process in MOTI is fair and transparent					
RS6	Selection system selects those having the desired knowledge, skills and attitude					
PA	Performance Appraisal					
PA1	There is a formal and written performance appraisal system					
PA2	I am informed of how my performance evaluation is done					
PA3	Performance of employees is measured on the basis of objective quantifiable					
PA4	The objectives of the appraisal system are clear to employees					
PA5	Appraisal system has a strong impact on individual and team performance					
PA6	Appraisal system helps me to grow and develop my career					
PA7	Employees are provided with performance based feedback and counseling					
PA8	I feel performance appraisal is just a formality in this organization					
PA9	Performance appraisal is fair in this organization					
RM	Reward management					
RM1	Pay increments offered by our organization are satisfactory					
RM2	Rewards in our organization are strictly linked to employee performance.					

RM3	We are satisfied with the benefits we receive.					
RM4	Rewards and incentives are fairly distributed in our organization					
RM5	The existing reward and incentive plans motivate us for better performance					
TD	Training and Development					
TD1	Extensive training programs are provided for employees in all aspects.					
TD2	I have training opportunities to learn and grow.					
TD3	I am selected for training programs that suit my job needs most					
TD4	Training needs are identified through a formal performance appraisal mechanism					
TD5	Training programs have improved my decision making and problem solving skills					
TD6	My communication and working relationships with co-workers have improved due to training programs.					
TD7	I feel better equipped to tackle unexpected events with skill and confidence.					
EP	Employee Performance					
EP1	My performance is better than that of my colleagues with similar qualifications					
EP2	We have good working relations between me and my colleagues					
EP3	I am able to find solutions to the various challenges I encounter in my work We have good working					
EP4	I am able to finish my work on time.					
EP5	I rarely have to repeat a task because it was not done properly					
EP6	The quality of my output is quite good					
EP7	Customers have never raised a complaint about my service					
EP8	I am able to provide necessary information that would assist others to complete their tasks					
EP9	We assist each other in handling tasks that are challenging					

Questioner Interview

1. Does it exist clear recruitment and selection criteria while you open vacant positions in ministry of Trade and Industry?
2. Is there any training and development practice in your organization? If so how did you run with it?
3. Is there a performance evaluation practice in your organization? Have you give comment for employees after you evaluate their performance?
4. Does the reward system depend on employee performance in ministry of Trade and Industry?
5. What is the contribution of human resource management practice to perceived employee's performance in ministry of Trade and Industry?

Thank You!!

Table 1.1: turnover rate in the ministry of Industry

Items	2006	2007	2008	2009	2010
Employees in respective budget Years	176	195	199	300	318
<u>Beginning year + ending year employee / 2</u>	148	186	197	250	309
Employees Left during the Budget year	69	56	66	42	58
<u>Employees Left during the Budget year/ (Beginning year + ending year employee / 2) * 100</u>	46.62%	30.11%	36.04%	16.8 %	18.77%

Mean and Standard deviation of Recruitment and Selection

Descriptive Statistics			
Recruitment And Selection	N	Mean	Std. Deviation
Appointments in this organization is based on merit	270	2.07	.681
Applicants are fully informed about the qualifications required to perform the job before being hired	270	2.07	.575
Selection system selects those having the desired knowledge, skills and attitude	270	2.27	.575
In this organization, line managers and HR managers participate in the selection process	270	2.27	.681
The recruitment and selection process in MOTI is fair and transparent	270	2.60	.612
Measurable selection criteria's are developed and used while filling up jobs	270	2.27	.443
Cumulative Mean and standard Deviation	270	2.26	0.6

Source: own survey (2019)

Mean and standard deviation of performance appraisal

Descriptive Statistics			
Performance Appraisal	N	Mean	Std. Deviation
There is a formal and written performance appraisal system	270	2.09	.675
I am informed of how my performance evaluation is done	270	2.14	.636
Performance of employees is measured on the basis of objective quantifiable results	270	2.36	.635
The objectives of the appraisal system are clear to employees	270	2.42	.736

Appraisal system has a strong impact on individual and team performance	270	2.33	.721
Appraisal system helps me to grow and develop my career	270	2.29	.703
Employees are provided with performance based feedback and counseling	270	2.42	.633
I feel performance appraisal is just a formality in this organization	270	2.48	.765
Performance appraisal is fair in this organization	270	2.59	.543
Cumulative Mean and standard Deviation	270	2.3	0.7

Source: own survey (2019)

mean and Standard Deviation of reward Management

Descriptive Statistics			
Reward Management	N	Mean	Std. Deviation
Pay increments offered by our organization are satisfactory	270	2.08	.608
Rewards in our organization are strictly linked to employee performance.	270	2.12	.616
We are satisfied with the benefits we receive.	270	2.31	.592
The existing reward and incentive plans do not motivate us for better performance	270	2.34	.613
Rewards and incentives are fairly distributed in our organization	270	2.30	.729
Cumulative Mean and standard Deviation	270	2.2	0.5

Source: Own survey (2019)

Mean and standard deviation for training and development

Descriptive Statistics			
Training and Development	N	Mean	Std. Deviation
Extensive training programs are provided for employees in all aspects.	270	2.13	.341
I have training opportunities to learn and grow.	270	2.20	.543
I am selected for training programs that suit my job needs most	270	2.13	.619
Training needs are identified through a formal performance appraisal mechanism	270	1.87	.500
Training programs have improved my decision making and problem solving skills	270	2.13	.807
My communication and working relationships with co-workers have improved due to training programs.	270	2.33	.790
I feel better equipped to tackle unexpected events with skill and confidence.	270	2.07	.443
Cumulative Mean and standard Deviation	270	2.1	0.6

Source: Own survey (2019)