



ADDIS ABABA UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
SCHOOL OF COMMERCE  
MA PROGRAM IN PROJECT MANAGEMENT

ASSESSMENT OF HUMAN RESOURCE MANAGEMENT PRACTICES IN  
ETHIOPIAN CONSTRUCTION WORKS CORPORATION

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## **Statement of Declaration**

I, Samuel Alemu Gella, declare that the thesis entitled “**Assessment of Human Resource Management Practices in Ethiopian Construction Works Corporation**” is my original work. I have carried out the present study independently with the guidance and support of the research advisor, Mesfin Workineh (PhD). This study has not been presented for a degree in any other university and all sources of materials used for the study have been duly acknowledged.

**Samuel Alemu:**

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**Signature**

**Date**

## **Statement of Certification**

This is to certify that Samuel Alemu has carried out his research work entitled “**Assessment of Human Resource Management Practices in Ethiopian Construction Works Corporation**” for the partial fulfillment of Masters of Arts degree in Project Management at Addis Ababa University School of Commerce. This study is original and is not submitted for any degree in this university or any other universities and is suitable for submission of Masters of Arts in Project Management.

**Confirmation by Advisor:**

**Mesfin Workineh (PhD)**

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**Signature**

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**Date**

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## **Acronyms**

Cp-Contingency Pay

ECWC-Ethiopian Construction Works Corporation

HR –Human Resource

HRM-Human Resource Management

PM-Performance Management

## **ABSTRACT**

*The purpose of this research was to assess the human resource management practices in Ethiopian Construction Works Corporation. Data was gathered from employees of head office. Descriptive analysis method was used to analyze the data and both qualitative and quantitative approaches were employed. Primary data was collected using five Point Likert-Scale questionnaires; 80 responses were properly filled and returned. After the required data are collected descriptive (i.e. frequency, percentage and mean) analysis were used to analyze the data using SPSS version 20. The findings indicated that there was no proper planning for the recruitment and selection process, Majority of the employees was not treated fairly by the recruitment panels, the recruitment process focuses more internally, the employees were not satisfied by the benefit packages of the Corporation as compared to most other organizations offer. The Corporation should adjust the benefit packages so that it can retain employees who are dissatisfied by the benefit packages of the corporation.*

*Key words: Human resource management, recruitment and selection, training and development, Reward*

<b>List of tables and figures</b>	<b>Page No.</b>
Table 3.1 Sample size determination-----	36
Figure 4.1 Sex of respondents-----	39
Figure 4.2 Age of respondents-----	40
Figure 4.3 Education levels of respondents-----	40
Table 4.1 Reliability statistics-----	41
Table 4.2 Internal policies and procedures on recruitment and selection-----	42
Table 4.3 Recruitment and selection process-----	42
Table4.4 planning for recruitment and selection Process-----	43
Table 4.5 Fair treatments by recruitment panels-----	43
Table 4.6 Focus of recruitment internally-----	44
Table 4.7 Focus of recruitment externally-----	44
Table 4.8 Effective implementation of the recruitment and selection policy-----	45
Table 4.9 Satisfactory level from the recruitment process-----	46
Table 4.10 Understanding of performance management process-----	46
Table 4.11 Assistance offered by supervisors about performance management-----	47
Table 4.12 Annual performance appraisals-----	48
Table 4.13 Continuous assessment of performance management-----	48
Table 4.14 Consideration of factors facilitating and hindering performance-----	49
Table 4.15 Benefits from the performance management practices of the corporation-----	49
Table 4.16 Greater rewards to higher performers and lesser rewards to lower performers--	50
Table 4.17 Standards for appraising employees' performance-----	50

Table 4.18 Training and development policy-----	51
Table 4.19 Training and development practices-----	51
Table 4.20 Integration of training and development policies to the corporation's objectives-----	52
Table 4.21 Prioritizing training and development needs-----	53
Table 4.22 On-job and off-job training-----	53
Table 4.23 Training delivery method-----	54
Table 4.24 Ability of trainers in transfer of training and development-----	54
Table 4.25 Query of trainees at the end of training and development program-----	55
Table 4.26 Tests after training and development program-----	55
Table 4.27 empowerment by training-----	56
Table 4.28 Fair salary payment-----	57
Table 4.29 Periodic salary increment-----	57
Table 4.30 Satisfaction from benefit packages of the ECWC-----	58
Table 4.31 Recognition received-----	58
Table 4.32 Attention by the corporation for the job-----	59
Table 4.33 Chance for promotion-----	59
Table 4.34 Benefits as compared to other organizations-----	60

# Table of Contents

Contents	Pages
Declaration-----	I
Acknowledgement-----	III
Acronyms-----	IV
Abstract-----	V
List of tables and figures-----	VI
<b>CHAPTER ONE: INTRODUCTION</b> -----	<b>1</b>
1.1. Background of the Study-----	1
1.2. Statement of the Problem -----	3
1.3. Research Questions -----	5
1.4. Objectives of the Study -----	5
1.5. Scope of the Study -----	6
1.6. Limitation of the Study-----	6
1.7. Significance of the Study -----	6
1.8. Organization of the Study-----	7
1.9. Definition of key terms-----	8
<b>CHAPTER TWO: REVIEW OF RELATED LITERATURE</b> -----	<b>11</b>
2.1. Human resource management-----	11
2.2. Overview of Recruitment-----	13
2.3 Purpose of Recruitment-----	14
2.4 Sources of Recruitment-----	14

2.4.1 Internal sources of Recruitment-----	15
2.4.2 External sources of recruitment-----	15
2.5 Overview of Selection-----	16
2.6 Steps in the Selection Process-----	16
2.7 Performance Management-----	19
2.8 Performance Management System-----	20
2.9 Purpose of Performance Management System-----	21
2.10 Training-----	24
2.11 Development-----	24
2.11.1 The Process of Training and Development-----	25
2.11.2 Benefits of Training and Development-----	27
2.12 The Concept of Reward-----	27
2.13 Total Reward-----	28
2.14 Types of Reward-----	29
2.14.1 Financial rewards-----	29
2.14.2 Non-financial rewards-----	29
2.14.3 Intrinsic rewards-----	31
2.14.4 Extrinsic Rewards-----	33

<b>CHAPTER THREE: RESEARCH METHODOLOGY</b> -----	<b>35</b>
3.1 Research Design-----	35
3.2 Sources of Data-----	36
3.3.1 Population of the Study-----	36
3.3.2 Sample Size-----	36
3.3.3 Procedure of Data collection-----	37
3.4 Data Analysis-----	37
3.5 Validity -----	37
3.6 Reliability-----	37
3.7 Ethical Issues and Considerations-----	38
<b>CHAPTER FOUR: DATA PRESENTATION, INTERPRETATION AND ANALYSIS</b> -----	<b>39</b>
4.1 Introduction-----	39
4.2 Demographic Characteristics of respondents-----	39
4.2.1 Sex of respondents-----	39
4.2.2 Age group of respondents-----	40
4.2.3 Educational Qualification of Respondents-----	40
4.3 Discussion-----	60
<b>CHAPTER FIVE: SUMMARY OF THE MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS</b> -----	<b>62</b>
5.1 Introduction-----	62

5.2 Summary of the major Findings-----	62
5.3 Conclusions-----	64
5.4 Recommendations-----	65
References-----	67
Appendix-----	70

# **CHAPTER ONE**

## **1. INTRODUCTION**

### **1.1 Background of the Study**

Every organization (private or public) needs adequate and appropriate manpower to achieve its goals and objectives. That means the demand and supply of manpower should match to the requirement of an organization. It is the concern of human resource management to enhance the contribution of employees towards the effectiveness of the organization.

Human resource management is defined by Armstrong as ‘a strategic and coherent approach to the management of an organization’s most valued assets-people working there who individually and collectively contribute to the achievement of its objectives’. Now a day human resource management plays an important role in assuring employee satisfaction, improving performance, and productivity. This can directly contribute to the organizations success. When organizations start to vision their business, their first priority is to hire competent workforce which means right person for right job; after that this man power decide about other tangible and intangible resources, where to get? How to get? How to manage efficiently? What modifications required? (Armstrong, 2006). The efficiency and effectiveness of any organization largely depend on the competence of the workforce. Every organization regardless of its size, type or product or service it renders, must recruit and select suitably qualified personnel to insure its success. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. The availability of a competent and effective labor force does not just happen by chance but through an articulated recruitment & selection exercise. Human Resource has become strategic resource to gain sustainable competitive advantages in this age of globalization (Elnaga & Imran, 2013). The knowledge and skills of an organization's workforce

have become increasingly important to its performance, competitiveness, and innovation.

Workplace learning and continuous improvement are now considered essential for an organization to remain competitive. (Tharenou, M.Saks, & Moore, 2007)

Many authors on human resource management stress the importance of human resource to organizations and the inevitable concern to manage it. In fact, they agree that human resource is the principal determinant for the success of any organization and that its management should deserve serious attention. Hillman, Schwandt, & Bartz (1990) emphatically state the pivotal vitality of human resource for the organization as: Without effective employees the organization produces its goods and services inefficiently and even place its survival at risk. Clearly, organizations need to be concerned about human resources. This means that organizations ought to give due attention to human resources management. In this context, human resource management, generally, refers to the design of formal systems in an organization to ensure the effective and efficient use of human talents to accomplish organizational goals (Mathis and Jackson, 1997:4).

In other words, the importance of human resource to the success of an organization as stated by Hiller (1996:63): People are the key to an organizations success. Management must take the lead in obtaining the optimum effectiveness from employees; in the form of efficiency, loyalty, productivity, creativity, and enthusiasm. These objectives necessitate more innovative and productive ways to manage people. Thus, it is important to have proper human resource management strategies and practices in order to provide quality goods and services and to have motivated staff that performs duties effectively and efficiently.

The Ethiopian Construction Works Corporation (ECWC) is a newly established public enterprise with the authorized capital of birr 20.3 billion; on December 18, 2015 based on council of ministers regulation No. 366/2015. ECWC is governed by the public enterprises proclamation No. 25/1992 and its supervising authority is the Ministry of Public Enterprises. Its policy making body is the Board of the Corporation whose members are appointed by the government selected from different organizations.

The corporation is a result of the amalgamation of two formerly independent public enterprises, namely the Ethiopian Road Construction Corporation and the Ethiopian Water Works Construction Enterprise.

## **1.2 Statement of the Problem**

Human resources are the basic resources of an organization and without these resources, organizations cannot exist. If an organization selects the right person, training cost, will be minimized, and production or service will be increased; putting the organization in a position of achieving its key performance objectives of dependability, cost, speed and quality (Slack, Chamber and Johnson, 2001.p.45). On the other hand wrong selection leads to an extended training, thus no service and production, or incorrect service and production over a longer period and higher cost to the organization.

Today human resources occupy, more than ever, the center stage of all economic activities. It is alarming time for all those organizations that wish to be successful to gear up and implement desired shift in their prevailing human resource management practices and leverage their human resources along with the other resources. Also to become more flexible and innovative, organizations need to adopt new ways of attracting, retaining and motivating employees who are

keen to learn and can contribute to the growth and development of the organization. If an organization fails to develop and practice an appropriate human resource management practices then it will face problems all over the organization since every part of the organization is primarily running by its human resource.

As stated by Boxall, P. (1998) these problems of HRM practices faced by many organizations which are not practicing an appropriate HRM are: Hiring the wrong person for the right job, experiencing high employee turnover, finding people not contributing their best, poor time management, having company taken to court because of discriminatory practices, having dissatisfied employees who always think about their salaries and perceive them to be unfair and inequitable relative to others in the organizations and other similar organizations, failure to provide job related training which will eventually undermine the department's effectiveness, indulging in favoritism and nepotism at the cost of organizational effectiveness.

Presently, Ethiopian Construction Works Corporation is engaged in recruitment and selection of employees within and outside of the company for open and in place of who leave the corporation. As per the preliminary survey conducted by the researcher employees are not satisfied with the current human resource management practices. Taking the cost associated with the process in human resource management practices and effects on performance into consideration, this study tries to identify the gaps between human resource management practices of the corporation and the best practices discussed by different literatures.

The construction industry is one of the largest global employment sectors providing work for a significant proportion of the labor market and accounting for a significant share of the world gross domestic product. A construction project relies on skilled manual labor supported by a

management framework, which has to coordinate many professional, construction and supplier organizations whose sporadic involvement will change through the course of the project.

### **1.3 Research Questions**

On the basis of the problem statement, the study tried to address following research questions.

#### **Main Question**

How do the human resource management practices are implemented in the Ethiopian Construction Works Corporation?

#### **Sub Questions**

- Do the recruitment and selection methods used by the corporation are effective?
- What are the challenges that influence ECWC in the effective implementation of performance management?
- How does ECWC implement training and development?
- How do employees perceive the existing Ethiopian Construction Works Corporation's reward practice?

### **1.4 Research Objective**

#### **General Objective**

The general objective of this study is to assess the human resource management practices of ECWC.

## Specific Objectives

Specifically, the study has the following objectives:

- To assess the effectiveness of the recruitment and selection practices of ECWC.
- To identify the challenges that influence ECWC in the effective implementation of performance management.
- To examine how training and development are implemented in ECWC.
- To evaluate the current reward system practiced at the ECWC.

### **1.5 Scope of The study**

To make this research manageable, the scope of the study was limited to employees of the Ethiopian Construction Works Corporation working in the head office. The study mainly concentrates on the major HRM practices in Ethiopian Construction Works Corporation which are recruitment and selection, training and development, performance management, and reward and benefit system.

### **1.6 Limitation of the Study**

Since this study only includes employees of the Ethiopian Construction Works Corporation working in head office, the findings of this study can't represent the characteristics of all staffs of the corporation found throughout the country. The study is descriptive so that it cannot identify the cause and relationship between variables.

### **1.7 Significance of the study**

This study in human resource management practice on the Ethiopian Construction Works Corporation will enable the ECWC management see their strengths and weaknesses in HRM perspective.

Specifically; the study will have the following significances.

- This research will help to propose ways of improving the current HRM practices in Ethiopian Construction Works Corporation.
- It will help the ECWC management to identify the strength and weaknesses and take corrective actions to enhance the practice of HRM in their organization.
- The findings will provide basic information on the key challenges or gaps affecting the effectiveness of the HRM practices as well as provide the possible solutions for alleviating the major challenges.

## **1.8 Organization of the Study**

The research paper was organized in five chapters. Chapter one dealt with the introductory part which includes background of the study, background of the Ethiopian construction works corporation, objective, problem statement, research question, significance of the study, scope of the study, limitation of the study and definition of key terms. Chapter two dealt with review of related literatures on human resource management practices, human resource functions and human resource management related concepts. An overview of the research methodology to be used to investigate the research problem will be presented under chapter three. This chapter covered the research design, source of data, sampling method, data collection procedures, data analysis methods, validity and reliability, and ethical considerations. Chapter four presented the findings, analysis and discussion of human resource management practices in Ethiopian Construction Works Corporation. Summary of findings, Conclusions and recommendations concerning HRM practices in ECWC will be presented in chapter five.

## **1.9 Definition of Key Terms**

### **Human resource management (HRM)**

Bratton and Gold (2007:7) define human resource management (HRM) as a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through distinctive set of integrated employment policies, programs, and practices. According to Leon C. Megginson, the term human resource can be thought of as, "The total knowledge, skill, creative abilities, talents and aptitudes of an Organization's workforce, as well as the values, attitudes and beliefs of the individuals involved.

### **Recruitment**

Carrell, Elbert and Hatfield (1995, p.250) describe recruitment as the process of acquiring applicants who are available and qualified to fill positions in an organization. This is reinforced by Gerber (1998,p.90), who deem that recruitment reflects on the process of locating, identifying and attracting suitable applicants and that it involves those organizational activities that influence the number and or the types of applicants who will apply for a position and or affect whether a job offer is accepted.

### **Selection**

Selection is the process of choosing qualified individuals who are available to fill positions in an organization. (Carrel et, al., 1995 p.300).Gerber (1998, p.103) believes that it involves the choice from a pool of candidates, of the most suitable candidate who, according to the judgment of the selection panel, best meets the given job requirements.

## **Training**

Armstrong (1999, p.507) defined training as “Training is the systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience”. Training can be defined as a planned effort to enable employees to learn job-related knowledge, skills, and behavior (Aguinis and Kraiger, 2009). Garia (2004) also described training as an educational process where staffs of organizations can learn new information as well as re-learn and reinforce existing knowledge and skill.

## **Development**

Development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities. It does not concentrate on improving performance in the present job. It is a learning experience of any kind, whereby individuals and groups acquire enhanced knowledge, skills, values or behaviors (Harrison, 2000).

## **Performance Management**

Gary (2004) defines Performance management (PM) as the process of managing the execution of an organization’s strategy. It is how plans are translated into results. According to Pam J. (2000) Performance management is about getting results. It is concerned with getting the best from people and helping them to achieve their potential. It is an approach to achieving a shared vision of the purpose and aims of the organization.

## **Reward**

As Jeffery Gold (2010) defines, reward refers to all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship.

## CHAPTER TWO

### 2. REVIEW OF RELATED LITERATURE

#### 2.1 Human Resource management

As a model or theory, HRM is elevated to apposition of scholarly and practical significance in terms of its analytical and predictive powers. According to M. L Cuming, "Human Resource Management is concerned with obtaining the best possible staff for an organization and having got them looking after them, so that they want to stay and give their best to their jobs." Dale Yoder defines Human Resource Management as that part of the phase of management dealing effectively with control and use of manpower as distinguished from other source of power.

According to F. E. L. Brech, Human Resource Management is that part of management progress which is primarily concerned with the human constituents of an organization. Edison defines, Human Resource Management as the science of human engineering. According to Leon C. Megginson, the term human resource can be thought of as, "The total knowledge, skill, creative abilities, talents and aptitudes of an Organization's workforce, as well as the values, attitudes and beliefs of the individuals involved.

Bratton and Gold (2007:7) define human resource management as a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities is critical to achieving competitive advantage, this being achieved through distinctive set of integrated employment policies, programs, and practices. Human knowledge and skills are a strategic resource that needs to be skillfully managed. To this end, it is necessary to integrate employee is so crucial for organizational success, the responsibility for HRM activities rests with all line managers and should not be left to HR specialists. Chen, G. (2003) defines Human

resource management as the practices and policies needed to carry out the personnel aspects of management. These include:

- Analyzing jobs;
- Planning manpower needs and recruiting competent people;
- Selecting best people;
- Appraising performance and potential on ongoing basis;
- Socializing, training and developing people;
- Managing compensation;
- Communicating;
- Building employee commitment and so on so forth.

A commitment HRM bundle includes diverse practices such as training, sharing information, employment security, performance based compensation, employee participation, and ensuring employees' well-being (Chen, G. 2003). Whereas HRM in different hands may carry mixed connotations it has hard and soft models (Robert L. 2010). The soft HRM model emphasizes the term human and thus advocates investment in training and development, and the adoption of commitment strategies to ensure that highly skilled and loyal employees give the organization a competitive advantage (Bratton and Gold, 2007:6).

Besides, the hard dimension finds its impetus and legitimating in a market-responsive mode of action. It emphasizes detached and coolly rational planning. It reflects also the business strategy focus frequently found in HRM accounts. In contrast, the soft face of HRM traces its roots to the human-relations schools and emphasizes on communication, motivation, culture, values and participation (Robert L. 2010).

Today human resources occupy, more than ever, the center stage of all economic activities. It is alarming time for all those organizations that wish to be successful in global markets to gear up and implement desired shift in their prevailing human resource management practices and leverage their human resources along with the other resources. Also to become more flexible and innovative organizations need to adopt new ways of attracting, retaining and motivating employees who are keen to learn and can contribute to the growth and development of the organization. In an increasingly competitive market, survival and prosperity of business will depend critically on the ways an organization manages its resources especially the human resources. In the words of Colbert B. A., (2004), The HRM functions to be streamlined, the HRM activities to be handled more efficiently, or delivered in a more cost-effective manner. Lee (1996) suggested an HRM audit is an analytical tool that systematically and comprehensively assesses a firm's HRM policies and practices against the firm's business objectives.

## **2.2 Overview of Recruitment**

Recruitment is the process of finding and engaging the people the organization needs (Armstrong, 2009:515). Recruitment is the process of generating a pool of capable people to apply for employment to an organization where as selection is the process by which managers and others use instruments to choose from a pool of applicants given management goals and legal requirement (Gray and Ray, 2010). It is the process of searching for and appointing new staff to join a company (Dictionary of human resource and personal management, 2003:219). It is clear that to be efficient in the recruitment process, organizations must develop the recruitment policy and they have to update it frequently. The aim of recruitment policy should be to attract good quality applicants and to make valid, reliable and cost effective selection decisions. Recruitment policy begins by considering the best ways in which to attract good quality

applicants; organizations must review their recruitment policies at regular intervals to check that they are actually offering conditions and job opportunities that good applicants are looking for (Cowling and James, 2002:29).

In a more widely encapsulating description, recruitment occurs because of the following reasons, First, someone has left the organization; Second, a specialist is required for particular position; Third, the volume of work has increased; Fourth, something new is happening (Russell, 2012).

### **2.3 Purpose of Recruitment**

The general purpose of recruitment is to provide potentially qualified job candidates and specifically these might include;

- Increase the pool of potential job candidates at minimum cost and determine the present and future requirement of the organization in conjunction with Human resource planning and job analysis activities.
- Increase the success rate of selection process by reducing number of under and over qualified job applicants.
- To identify and prepare potential job applicants who will be appropriate candidates.
- Evaluate the effectiveness of different recruiting techniques and sources for all types of job applicants. Recruitment lends itself as potential source of competitive advantage to a firm.

### **2.4 Sources of Recruitment**

Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The sources within the organization itself (like transfer of employees from one department to other, promotions) to fill a position are

known as the internal sources of recruitment. Recruiting candidates from all the other sources (such as outsourcing agencies etc.) are known as the external sources of recruitment.

### **2.4.1 Internal sources of Recruitment**

According to Stewart, Gand Brown, K (2009) internal recruiting is the process of filling job opening with employees who are already working for the organization. When job vacancies post, the first place that an organization should look for placement is within itself. An organization's present employees generally feel that they deserve opportunities to be promoted to higher-level positions because of their service and commitment to the organization.

De cenzo and Robbins (2005) argued that some of the sound reasons for recruiting from sources within the organization are: it is good public relations; promotion within build moral, motivation and sense of commitment to the organization; it encourages good individuals who are ambitious; it improves the probability of a good selection, because information on the ability and performance of the recruit is known, so it is easy to assess potential for the next level; it is cheaper and quicker than advertising in various media and interviewing outsiders; when carefully planned promoting from within can also act as a training device for development middle and top-level managers and time spent in training and socialization is also reduced.

However internal recruitment also has some pitfalls that organizations must examine before applying it, such as, it creates narrow thinking and stale ideas, generates pressure to compete, builds homogeneous workforce and the organization might miss out on good outside talent.

### **2.4.2 External sources of recruitment**

According to De Cenzo and Robbins (2005) external recruitment is the process of looking to sources outside the organization for prospective employees. A broad variety of methods are

available for external recruiting. An organization should carefully assess the kinds of positions it wants to fill and select the recruiting methods that are likely to produce the best results.

There are some employee needs that a firm must fill through external recruitment. Among them are: filling entry-level jobs, acquiring skills not possessed by current employees, and obtaining employees with different backgrounds to provide new ideas.

## **2.5 Overview of Selection**

Selection is the process of choosing someone for a job (Dictionary of human resources and personal management, 2003:235). The aim of selection is to assess the suitability of candidates by predicting the extent to which they will be able to carry out a role successfully. It involves deciding on the degree to which the characteristics of applicants in terms of their competencies, experience, qualifications, education and training match the person specification. It also involves using this assessment to make a choice between candidates (Armstrong, 2010:195). Concerning to selection cost, Bratton and Gold (1999) described, the cost to use of various instruments, future costs of inducting and training new staff and cost of labor turnover if selected staffs are not retained.

## **2.6 Steps in the Selection Process**

It is perceived as a series of steps through which there is universally accepted steps in selection and depends on human resource programs and policy of organization, selection process may involve certain steps at each of which, a few more applicant shall get the job offer. A typical series of steps for the selection process is described as follows;

1) Application: - it is a method of obtaining factual information about the job applicants.

- 2) Initial screening: - it helps to remove individual who do not meet the position requirement.
- 3) Application blank: - a form to quickly collect verifiable and fairly accurate historical data from the candidates.
- 4) Selection test: - is a valuable way to measure individual characteristics but properly designed selection tests have to be there like standardization, objectively, norms, reliability and validity.
- 5) employment interview:- it is significant because the applicant who reach this stage are considered to be the most promising candidate but interview planning, content of interview, types of interview, method of interview, realistic job preview, legal implication of interviewing and guidelines for conducting an interview have to be available. In a structured interview process, a panel of interviewers asks each candidate the same question. The candidate's performance in this type of interview is valid predictors of job performance. (Endenborough, R, 2005: 185).
- 6) Reference checks: - this step is used to check accuracy of application form through former employers and references. Verification of education and legal status to work credit history criminal records is also made. The past behavior is the predictor of future behavior. It is also an employer's best tactic for avoiding negligent hiring suits. (Endenborough, R, 2005:185).
- 7) Medical examination: - a job offer is contingent on successful passing this examination.
- 8) Approval: - in most organization selection process is carried out by human resource department, where the decisions of the department are recommendatory the candidates short listed by the department are finally approved by the executive of concerned department.
- 9) Job offer: - a candidate who proved to be the most suitable to satisfy the requirement of a job is selected and offer a job. Acceptance it is up to the candidate to accept or reject the job offer.

10) Employment: - is offered in form of an appointment letter mentioning the post, the rank, the salary grade, the date the candidate should join, other terms and condition in brief. Appointment is generally made on probation.

11) Induction: - the process of receiving employees when they begin work introducing them to the company and to the colleagues and informing them some of the activities, customs and tradition of the company.

12) Follow-up (evaluation):- all selection should be validated by follow-up, few author argue that it is a stage where employee is asked how he or she feels about the progress to date and workers immediate supervisors is asked for comments, which are compared with notes taken at the selection interview. If follow-up is unfavorable it is probable that selection has been fault, the whole process from job specification to interview is then reviewed to see if a better chance can be made next time. Therefore it is essential to followed up newly engaged employees to ensure that have settled in and to check on how well they are doing if there is any problem, it is much better to identify them at early stage rather than allowing them to faster (Armstrong. 2006:437).

Though recruitment and selection functions are closely connected, each requires a separate range of skills and expertise, and may in practice be fulfilled by different staff members. Conducting the recruitment and selection process in a professional and timely manner is necessary for effectiveness in helping to ensure that not only the best candidate attracted to apply and subsequently accept the post, but also the success unsuccessful candidates can respect the decision made and possibly apply for future vacancies. (Gray and Ray, 2010)

Recruitments and selection forms a core part of the central activities underlying human resource management; namely the acquisition, development and reward of workers. The success or failure

of an organization is largely dependent on the quality of the people who works there in. To provide good service, an organization is required to retain motivated, loyal and customer oriented employees. This begins by recruiting the most suitable candidate for the vacant position. Recruitment and selection play an important role in ensuring worker performance and positive organizational outcomes.

## **2.7 Performance Management**

Performance management has been defined by many authors in the field. Armstrong (2009) define it as a process for establishing shared understanding about what is to be achieved and how it is to be achieved, and an approach to managing and developing people that improves individual, team and organizational performance. It is also described as a strategic and integrated approach to delivering sustained success to organizations that focuses on performance improvement and employee development.

Performance management is a “continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization” (Smither & London, 2009). This definition implies that performance management is not separated from the long term strategic goals of the organization because performance management is a systematic process that contributes a lot to the organization by developing and improving individual, team and organizational performance. Performance management is the system through which organizations set work goals, determine performance standards, assign and evaluate work, provide performance feedback, determine training and development needs and distribute rewards (Briscoe & Claus, 2008). This definition also shows that performance management is a continuous systematic process which will be operated throughout the year. It have different phases the will go phase by phase. Performance management refers to a range of

practices an organization engages in to enhance the performance of a target person or group with the ultimate purpose of improving organizational performance (DeNisi, 2000). As the definition tells performance management has a direct impact on organizational effectiveness because performance management has a target of developing and improving team or individual activities to the highest possible level. Performance management is a broad set of activities aimed at improving employee performance (DeNisi and Pritchard, 2006). As the definition clearly implicit that performance management is a continuous process which has an ultimate plan of achieving successful change of employee performance.

## **2.8 Performance Management System**

Armstrong (2009) defined Performance management system as a set of interrelated activities and processes that are treated holistically as an integrated and key component of an organization's approach to managing performance through people and developing the skills and capabilities of its human capital, thus enhancing organizational capability and the achievement of sustained competitive advantage. Because performance management can never be mechanistic, it is argued that performance management is essentially a process than a system (Armstrong, 2009; Price, 2000). Despite the availability of relevant and advanced models in other disciplines such as work motivation, however, it is usual that performance management is described in process terms wherein it starts from objective setting, through formal appraisal, to the start of the next cycle (Buchner, 2007). The definition also describes performance management system as it is all about process continuousness, measurements based on standards, strategic people development and organized and planned achievement focusing on individuals, teams and the organization in a constant manner.

## **2.9 Purpose of Performance Management System**

Many organizations have performance management system in place but researches evidence that most are serving a little from the enormous benefits that can be acquired from effective implementation of the system (Pulakos, 2012). But many organizations struggle to realize certain benefits to their employees, managers, HR professionals, and organizations. Generally, these are improving performance effectiveness and result, developing employees, and facilitating communication and information exchange between employees and managers (Pulakos, 2012). According to Armstrong (2009), an important aim of performance management is to support the achievement of the business strategy. It is integrated in four senses:

- 1) Vertical integration: Linking or aligning business, team and individual objectives;
- 2) Functional integration: Linking functional strategies in different parts of the business;
- 3) HRM integration: Linking different aspects of human resource management, especially organizational development, human capital management, talent management, learning and development, and reward, to achieve a coherent approach to the management and development of people; and
- 4) The integration of individual needs with those of the organization, as far as this is possible.

The overall objective of performance management is to develop and improve the performance of individuals and teams and therefore organizations (Armstrong, 2009). It is an instrument that can be used to achieve culture change in the shape of the creation of a high-performance culture. It aims to develop the capacity of people to meet and exceed expectations and to achieve their full potential to the benefit of themselves and the organization.

The real goals of any performance management system are threefold: To correct poor performance, to sustain good performance and to improve performance Lee (2005). So from the

above statement we can understand that all performance management systems should be designed to generate information and data exchange so that the individuals involved can properly dissect performance, discuss it, understand it, and agree on its character and quality.

According to Smither and Manuel (2009) implementing Performance Management System has six purposes.

**A) Strategic Purpose:** It links the organization's objective with individual goals, thereby reinforcing behaviors consistent with the attainment of organizational goals. Linking individual goals with organizational objectives serves as a way to communicate what are the most crucial business strategic initiatives. Even if for some reason individual goals are not achieved, linking individual goals with organizational objectives serves as a way to communicate what are the most crucial business strategic initiatives. The researcher also understands that for the performance management system to become effective the first purpose of the system should be linked to the strategic purpose of the element.

**B) Administrative purpose:** Performance management systems are a source of valid and useful information for making administrative decisions about employees. The administrative decisions include salary adjustments, promotions, employee retention or termination, recognition of superior individual performance, identification of poor performers, and layoffs, and merit increases. In other words, the implementation of reward systems based on information provided by the performance management system falls within the administrative purpose. Having a good system in place is particularly relevant for the implementation of contingent pay (CP) plans, also called pay-for performance. CP means that individuals are rewarded based on how well they perform on the job. Thus, employees receive increases in pay based wholly or partly on job performance. So from the above mentioned points raised by the authors another purpose of the

performance management system is for administrative purpose for making a situational based rewarding system.

**C) Communication purpose:** A performance management system can be an excellent communication device. Employees are informed about how well they are doing and receive information on specific areas that may need to be improved.

Performance management systems are a conduit to communicate the organizations and the supervisor's expectations and what aspects of work the supervisor believes are most important. Communication is one of the basic purposes of the performance management system as the researcher understands to have an effective relationship throughout the organizational structure.

**D) Developmental purpose:** Feedback is an important component of a well-implemented performance management system.

Managers can use feedback to coach employees and improve performance on an ongoing basis. This feedback allows for the identification of strengths and weaknesses as well as the causes for performance deficiencies (which could be due to individual, group, or contextual factors). Another aspect of the developmental purpose is that employees receive information about themselves that can help them individualize their career paths. Thus, the developmental purpose refers to both short-term and long-term aspects of development. Giving feedback creates a positive effect on the effectiveness of the organization by improving employee's performance.

**E) Organizational maintenance purpose:** Performance management systems are the primary means through which accurate talent inventories can be assembled. Assessing future training needs, evaluating performance achievements at the organizational level, evaluating the effectiveness of human resource management interventions and plan effective workforce (for example, whether employees perform at higher levels after participating in a training program).

Another purpose of performance management system is the organizational maintenance purpose means giving focus on the loose parts of the organization that needs improvement and making a plan for changing those things.

F) **Documentation purpose:** Performance data can be used to assess the predictive accuracy of newly proposed selection instruments. Performance management systems allow for the documentation of important administrative decisions. This information can be especially useful in the case of litigation means when there is validate selection instruments and document administrative decisions and help meet legal requirements.

### **2.10 Development**

Development is concerned with ensuring that a person's ability and potential grows through the provision of learning experiences or through self-directed (self-managed) learning. It is an unfolding process which enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required.

### **2.11 Training**

Training is the process of providing employees with specific skills or helping them correct deficiencies in their performance (Luis R.Gomez, 2012). Poor, inappropriate or inadequate training can be a source of frustration for everyone involved. To maximize the benefits of training, managers must closely monitor the training process.

Manpower services commission (1981) as cited by Armstrong (1999:507) defined training as "A planned process to modify attitude, knowledge or skill behavior through learning experience to achieve effective performance in an activity or range of activities." Its purpose on the work

situation is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organization. While Armstrong's definition is concise, the definition given by the manpower services commission gives a better insight to training by not only explaining what training is but also giving the reason for training practices to be implemented. Sometimes there is confusion between the terms education and training because there is a degree of interrelationship. This relationship can be best understood by considering education as dealing with the imparting of knowledge where as training is directed towards changing of behavior and attitude.

### **2.11.1 The Process of Training**

The systematic approach to training should not be confounded with the systems perspective, although both can co-exist within the same organization. Most researchers recommend a structured and methodical approach to training. In 1961, Mc Gehe and Thayer wrote: "Training, if it is to become an effective tool of management, must be a systematic, orderly procedure, constructively applied to solutions of organizational problems and attainment of organizational goals." A systematic approach increases the likelihood that the various steps of the training process are aligned with each other and that the training program as a whole will be successful. The combination of the various steps involved in planning, implementing, and evaluating training has often been referred to as "training cycle". Mc Manus and Hayes Williamson (1994) suggest a simple structured methodology called training loop which consists of four steps: 1) Assess; 2) Design; 3) Deliver; 4) Evaluate. The final step (evaluate) feeds back to the departing point (assess) and thus impacts future training activities. Although various other systematic training models have been developed, they usually build on what Noe (1999) calls the instructional design process and contain some form of the following six steps: 1) Conduct need

assessment; 2) Ensure employees readiness for training; 3) Create a learning environment; 4) Ensure transfer of training; 5) Select training methods; 6) Evaluate training programs. Note that these steps do not necessarily need to be rigidly sequenced and demarcated from each other. The information obtained in the evaluation phase feeds back to the beginning of the process and helps to define new training needs and objectives and to select and design training methods. Thus, the description as a cycle or a loop is an appropriate analogy. One advantage of the systematic approach to training is that it may be applied in conjunction with a performance management program. For example, it can be used with goal setting theory (Locke and Latham, 1990), where individual goals can serve as a basis for defining training needs and later as criteria to evaluate the success of training programs. The individual goals should be linked to the organizational objectives. In the training cycle, the outcome of the assessment phase can be considered to be the foundation on which the whole training initiative will be based. All following steps will build on the information provided in the assessment phase. One important use of this information is the development of criteria to be used in evaluation in order to determine the success of the training intervention. The cycle perspective does not necessarily consider the assessment phase to be the beginning since information gained in the evaluation phase of a previous training program may also give the impetus for a new need assessment initiative.

In large organizations, surveys of workers and inputs of managers are very important for determining what training is needed, but the actual training is usually provided by either the organization's own training department or an external resource such as a consulting firm or a local university. After the training program is completed, managers may become involved to determine whether it has been useful. In small businesses, the manager may be responsible for the entire process although external sources of training may still be used.

### **2.11.2 Benefits of Training**

Armstrong (1999) states that the fundamental aim of training is to help organizations achieve their purpose by adding to their key resources i.e. the people they employ. Investing in training means that employees will be able to perform better and empower themselves to make use of their natural abilities. Employee training is commonly used as a means to increase performance. A gap between employee performance levels and standards for that performance are commonly addresses with training. The main objectives of training are to:

- Develop competencies of employees to improve their performance.
- Help people to grow within the organization in order that as far as possible, its future human resources can be met from within.
- Reduce the learning time for employees starting in new jobs on appointment, transfer, or promotion, and ensure that they become fully competent as quickly and economically as possible.(Armstrong,1999:507-508)

Martocchio and Baldwin (1997) argue that the role of training is moving from a focus of teaching employees specific skills to a broader focus on creating and sharing knowledge.

Tracey (2003) described that training has become a more strategic activity. Thus, it is critical to understand how training and related change initiatives are integrated in order to enhance individual and firm performance.

### **2.12 The Concept of Reward**

Reward has been defined in various ways by different scholars. According to Jeffery Gold (2010) reward refers to all forms of financial returns and tangible services and benefits employees receive as part of an employment relationship. In the similar way Wilson (2010) also

defined reward as an external agent administered when a desired act or is performed, that has controlling and informational properties. He went further to explain that rewards are usually administered to increase the probability of an event occurring, depending on the saliency and direction of the controlling and informational aspects of the reward. On the other side, Robert (2005) defined reward management as “the process of developing and implementing strategies, policies and systems which help the organization to achieve to its objectives by obtaining and keeping the people it needs and by increasing their motivation and commitment”. Most theories of motivated work behavior deal with the process by which rewards energize, sustain, and direct behavior. A common theme among such theories is that work behavior can be motivated by many different rewards; including pay, praise, promotion, alleviation of boredom, a sense of accomplishment and others.

Reward management deals with the strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by both financial and non-financial means. 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. (Hand book of employee reward management and practice, 2nd edition, 2007). 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. Reward management is not just about pay and employee benefits. It is equally concerned with non-financial rewards such as recognition, learning and development opportunities and increased job responsibility.

## **2.13 Total Reward**

The concept of total reward describes an approach to reward management which emphasizes the need to consider all aspects of the work experience of value to employees, not just a few such as pay and employee benefits. It aims to blend the financial and non financial elements of reward into a cohesive whole. A total rewards approach recognizes that it is necessary to get necessary financial rewards right. But it also appreciates the importance of providing people with rewarding experiences which arise from the work they do, their work environment, how they are managed and opportunity to develop their skills and careers. It contributes to the production of an employee value proposition which provides a clear compelling reason why talented people should work for a company. Michael Armstrong (2010:273).

## **2.14 Types of Reward**

According to Luthans (2000), cited in (Aktar, Sachu, & Ali, 2012) there are two basic types of rewards, financial and non-financial and both can be utilized positively to enhance performance behaviors of employees.

### **2.14.1 Financial rewards**

According to (Aktar, Sachu, & Ali, 2012), Financial rewards means pay-for performance such as performance bonus, job promotion, commission, tips, gratuities and gifts etc. it comprises direct payments such as salary, bonus, and other cash payments and indirect payments are provided to employees in the form of benefits.

### **2.14.2 Non-financial rewards**

Non financial rewards are non monetary/non cash and it is a social recognition such as acknowledgement, certificate, and genuine appreciation etc. The non financial rewards is also called materials award (Neckermann & Kosfeld, 2008)

Non-financial rewards do not involve any direct payments and often arise from the work itself, for example recognition, achievement, autonomy, scope to use and develop skills, training, career development opportunities and high-quality leadership. Non-financial rewards are those that focus on the needs people have to varying degrees for recognition, achievement, responsibility, autonomy, influence and personal growth. They incorporate the notion of relational rewards, which are the intangible rewards concerned with the work environment (quality of working life, the work itself, work–life balance), recognition, performance management, and learning and development. Non-financial rewards can be extrinsic, such as praise or recognition, or intrinsic, arising from the work itself associated with job challenge and interest and feelings that the work is worthwhile. Non-financial rewards can be classified as follows:

- i. Individual extrinsic rewards: non-financial recognition, praise, feedback.
- ii. Individual intrinsic rewards: fulfilling work, opportunity to grow;
- iii. Collective extrinsic rewards: work–life balance policies, employee well-being services, concierge services, voluntary benefits, learning and development and talent management programs;
- iv. Collective intrinsic rewards: work environment enhancement and work system design.

Rewards can be extrinsic or intrinsic, extrinsic rewards are tangible rewards and these rewards are external to the job or task performed by the employee. External rewards can be in terms of salary/ pay, incentives, bonuses, promotions, job security, etc. Intrinsic rewards are intangible rewards or psychological rewards like appreciation, meeting the new challenges, positive and

caring attitude from employer, and job rotation after attaining the goal. (Aktar, Sachu, & Ali, 2012)

### **2.14.3 Intrinsic rewards**

According to Ryan and Deci, (2000) cited in (Mansor, Borhannuddin, & Yusuf, 2012) an intrinsic reward is defined as acts of doing an activity for its inherent satisfaction rather than for some separable consequence. It fulfills employee's intrinsic factors or motivators, thus motivating him. Examples include by giving challenging task, getting involved in decision making process, giving a higher rank in hierarchy etc. All these rewards do not require any increase in salary but the employee is still being motivated, feeling a sense of satisfaction of being given the opportunity of working at a higher management rank. An intrinsically motivated individual will be committed to his/her work to the extent to which the job inherently contains tasks that are rewarding to him or her.

According to (Thomas, 2009), the following are descriptions of the four intrinsic rewards and how workers view them:-

a. Sense of meaningfulness: This reward involves the meaningfulness or importance of the purpose you are trying to fulfill. You feel that you have an opportunity to accomplish something of monetary or non-monetary value and something that matters in the larger scheme of things. You feel that you are on a path that is worth your time and energy, giving you a strong sense of purpose or direction.

b. Sense of choice: You feel free to choose how to accomplish your work, how to use your best judgment to select those work activities that make the most sense to you and how to perform

them in ways that are appropriate. You feel ownership of your work, believing in the approach you are taking and finally feeling responsible for making it work.

c. Sense of competence: You feel that you are handling your work activities well that your performance of these activities meets or exceeds your personal standards, and that you are doing good, high-quality work. You feel a sense of satisfaction, pride, or even artistry in how well you handle these activities.

d. Sense of progress: You are encouraged that your efforts are really accomplishing something. You feel that your work is on track and moving in the right direction. You see convincing signs ahead that things are working out well, giving you the confidence in the choices you have already made now and in the future.

According to (Gilley, Quatro, & Dixon, 2009), an intrinsic reward is a self-administered motivational stimulus. In short, it is a reward that comes from inside the employee, and is thus experienced by the employee as a natural by-product of performing certain tasks/jobs. Intrinsic rewards are valued emotional states experienced in relationship to the job itself. Intrinsic motivation and rewards are affected primarily via job design and ongoing career development. Specific intrinsic rewards include feelings of competence, personal development, and autonomy. Intrinsic Rewards are derived from the workplace itself and are valued internally by the employee. These include opportunities for personal growth, quality of work life, job satisfaction, challenges, personal and professional development opportunities, a sense of belonging, freedom to act, visionary leadership. Intrinsic reward is a self generating outcome such as personal esteem and fulfillment derived from say undertaking 'interesting' or 'useful' work. Extrinsic reward is

reflected in more tangible monetary and non-monetary payments in the guise of wages or fringe benefits provided by others, usually the employer. Stephen B. (2005)

#### **2.14.4 Extrinsic Rewards**

According to (Mansor, Borhannuddin, & Yusuf, 2012), extrinsic rewards are defined as those remuneration factors that are external to the job such as pay, work condition, security, benefits, promotion contract of services and work environment. It also refers to the core organizational reality, as equitable rewards distribution does drive employee's morale. Extrinsic rewards drive employee's morale and the rewards distribution has always loomed large in corporations with performance appraisals in present eras of globalization. An extrinsic reward in fact fulfills employees' extrinsic factors or hygiene factors, invariably discouraging him from thinking of leaving the company. They are called extrinsic because they are external to the work itself and other people control their size and whether or not these are granted. Extrinsic rewards and resource investment have been seen as necessary tools to motivate employee's creativity, especially in formalized tasks. Extrinsic rewards played a dominant role in earlier years, when work was generally more routine and bureaucratic, and when complying with rules and procedures were paramount.

Rewards may come in the forms of either monetary or non-monetary. Monetary reward is to compensate associates for excellent job performance through money and incentives, including profit sharing, project bonuses, stock options and warrants, scheduled bonuses, and additional paid vacation time. Non-monetary reward is to compensate associates for excellent job performance through providing opportunities, such as flexible working hours, training, pleasant working and business environment. Prior to this, Taylor (1911) cited in (Mansor, Borhannuddin,

& Yusuf, 2012) stated that, an employee will be fully motivated if the employer pays reward (monetary) for the work done.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter presents the elements of methodology that were applied in the study. The chapter covers research design, population of the study, sample size, sampling procedure, data collection methods and instruments, procedure for data collection and data analysis.

#### **3.1 Research Design**

A research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with time and money in consideration. In fact, a research design is the conceptual structure within which research is conducted; it constitutes the blue print for the collection, measurement and analysis of data (Kothari 2004:7).

This research has a descriptive nature describing the existing phenomenon as it exists. According to Kothari (2004:8), descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. In a very real sense, description is fundamental to all research. And hence, to better see the how effective the implementation of human resource management within the context of the Ethiopian Construction Works Corporation, this research paper shall lend itself to the combination of qualitative and quantitative data collection tools along with the tools that go with them. Qualitative method has been chosen as it uses ,unreconstructed logic to get at what is really real -- the quality, meaning, context or images of reality in what Ethiopian Construction Works Corporation management do. The quantitative method helps for quantification of certain variables in the study population.

## 3.2 Sources of Data

Both primary and secondary source of data were used in conducting the research.

### 3.3.1 Population of the Study

In this study the target population in statistics is the specific population about which information is looked for. Kombo & Tromp (2006), stated population as a group of individuals, objects and items from which samples are taken for measurement. A target population is the aggregate of all cases that was be straight to some selected set of conditions. For the purpose of this study, the target population is the employees of Ethiopian Construction Works Corporation who are working at the head quarter for one year and above.

### 3.3.2 Sample Size

To determine the appropriate no of sample size, the study adopted Carvalho (1984) sample size determination as presented below.

Table 3.1 Sample size determination

Population	Sample Size		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10000	80	200	315

(Source: Carvalho (1984))

As of February 28, 2017 the Ethiopian Construction Works Corporation has 500 permanent employees who are working in head office for one year and above. According to the above

sample size determination 80 employees were taken and questionnaires were distributed to them. The study used purposive sampling technique.

### **3.3.3 Procedure of Data collection**

Before distributing questionnaires to the respondents, the researcher obtained their consent and explained the purpose, and its confidentiality of filling out the questionnaire. Why the information was needed and gave assurance that information collected would be kept confidential and would be used solely for academic purpose. The researcher will neither attempts to uncover the respondent's identity nor examines the responses on an individual basis. The researcher collected quantitative data by using a self-administered questionnaire i.e. distribution and collection was done by the researcher himself. Since it was difficult for the respondents to complete the questionnaires immediately, the researcher left the questionnaires with the respondents and picked them up later. The structured questions were used in an effort to safeguard time and money as well as to facilitate in easier analysis as they are in immediate usable form.

### **3.4 Data Analysis**

After collecting the data, quantitative data analysis was used for the study purpose. Descriptive data analysis method was employed to process and analyze the data using Statistical Package for Social Science (SPSS) software for version 20. Frequency tables and graphs were used to display the result.

### **3.5 Validity**

Validity refers to the extent to which a measurement instrument actually measures what is intended to measure. Validity is concerned with the degree to which the designed questionnaire

items fairly and accurately represented the main variables. In order to assure validity, the questionnaire was forwarded to the subject matter experts and my advisor.

### **3.6 Reliability**

To refine the reliability, Cronbach's Alphas (coefficient) technique was computed and found to be 0.902. Thus, the score supports the presence of good internal consistency among the items and promised the reliability and acceptability of the items for the study.

### **3.7 Ethical Issues and Considerations**

The study will be conducted in such a way that it will consider ethical responsibility. Ethical responsibility include, providing information about the study for respondents (like who is conducting the research, for what and who will benefit), also the study provided anonymity, means the information from the respondents will be confidential and will not be used for any personal interest.

## CHAPTER FOUR

### 4 DATA PRESENTATION INTERPRETATION AND ANALYSIS

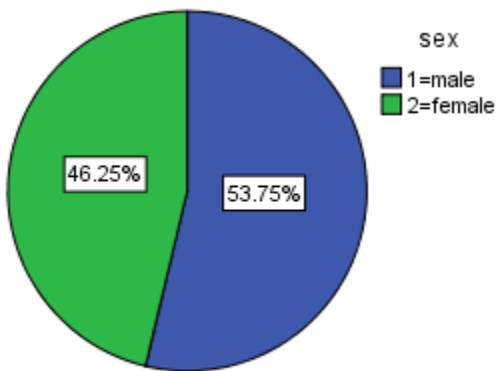
#### 4.1 INTRODUCTION

This study, as mentioned in the previous chapters, is aimed at assessing the human resource management practices of the Ethiopian Construction Works Corporation. To collect relevant data for the study, questionnaires were developed and distributed to the employees of ECWC. In this chapter, the collected data by the questionnaires have been analyzed with SPSS software and presented by using pie and bar charts, and tables.

#### 4.2 Demographic Characteristics of respondents

The first part of the questionnaire consists of the demographic information of the respondents. It covers the personal data of respondents, such as sex, age, & educational qualification.

##### 4.2.1 Sex of respondents



Source= Own survey ,2017

Figure 4.1. Sex of respondents

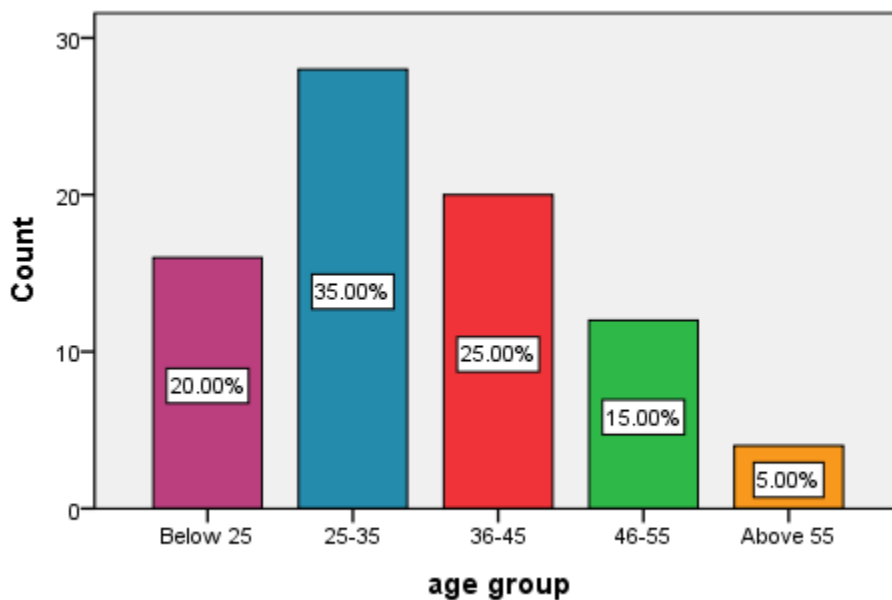
The demographic data for gender shows that out of the 80 respondents there were 43 male and 37 female. Figure 4.1 show that the male respondents formed majority of the target population with a percentage of 53.75%, while female respondents were representing 46.25%. This has

resulted in male dominance in responses than females based on the total population gender distribution of the organization.

### 4.2.2 Age group of respondents

The sample population distribution clearly depicted at fig.4.2 below. It is largely dominated by the youngest age group in the age group 25-35 covering 28(35%), the next highest age group is 20(25%) fall under age categories 36-45. The remaining 16(20%), 12(15%), 4(5%) were under the age groups of below 25, 46-55 and above 55 respectively. This shows that majority of employees were in the economically active age group.

Fig. 4.2 Age of respondents



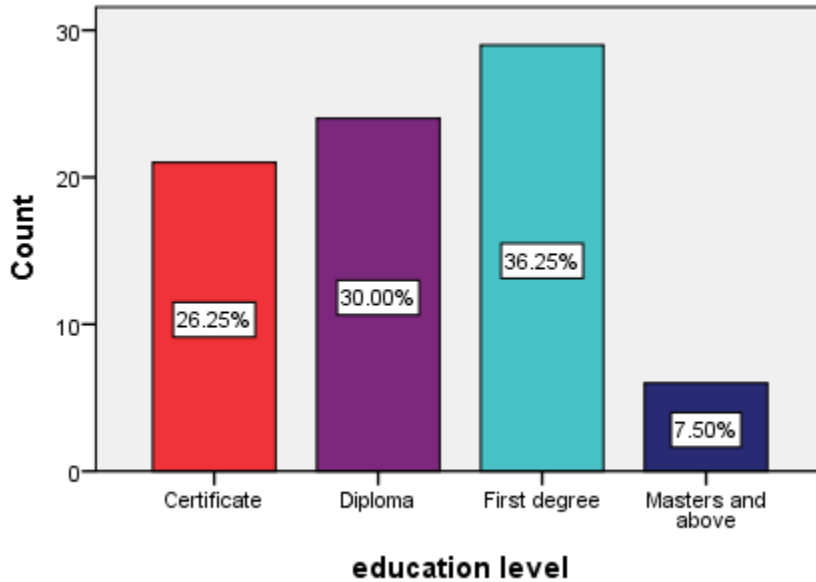
Source=Own survey, 2017

### 4.2.3 Educational Qualification of Respondents

It can be seen from figure 4.3 that respondents hold a range of educational qualification from certificate to master's degree and above. The majority of the sample group holds a first degree

which accounted 29(36.25%). 24(30%) out of 80 respondents were diploma holders and 21 (26.25%) of the respondents hold certificate and the remaining 6 (7.5%) holds masters degree.

Fig.4.3 Educational Qualification of Respondents



Source: Own survey, 2017

Table 4.1 Reliability statistics

Cronbach's Alpha	No. of Items
.902	33

Source: Own survey, 2017

As the following table shows majority of the respondents replied they do not agree regarding the internal policies and procedures on recruitment and selection of employees. 32 (40%) of the respondents disagree, 12 (15%) strongly disagree, 32(40%) agree and 4(5%) neutral and the mean and standard deviation values are 2.70and 1.152. More than half of the respondents (55%)

disagree regarding the statement ECWC has clear internal policies and procedures on recruitment and selection of employees.

Table 4.2 Internal policies and procedures on recruitment and selection

The ECWC has clear internal policies and procedures on recruitment and selection of employees				
Response categories	Frequency	Percent	Mean	Std. deviation
Strongly disagree	12	15.0	2.70	1.152
Disagree	32	40.0		
Neutral	4	5.0		
Agree	32	40.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.3 Recruitment and selection process

The recruitment and selection process is monitored to ensure fairness and transparency				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	4	5.0	2.90	0.894
Disagree	24	30.0		
Neutral	28	35.0		
Agree	24	30.0		
Total	80	100.0		

Source: Own survey, 2017

The above table clearly depicted that 4(5%), 24 (30%), 28 (35%), 24(30%) of the respondents strongly disagree, disagree, neutral and agree respectively on the statement; the recruitment and selection process is monitored to ensures fairness and transparency. The mean and standard

deviation values are 2.90 and 0.894 respectively. Majority of the respondents disagreed that the recruitment and selection process is monitored to ensure fairness and transparency.

As can be seen from the following table, majorities (40%) of the respondents disagreed about the proper planning for the recruitment and selection process. 4 (5%) strongly disagreed, 24 (30%) agreed. 20(25%) of the respondents were neutral on the issue regarding the proper planning for the recruitment and selection process and the mean is 2.80 while standard deviation is 0.933.

This indicates that there is no proper planning for the recruitment and selection process.

Table4.4 Planning for recruitment and selection Process

There is proper planning for the recruitment and selection process				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	4	5.0	2.80	0.933
Disagree	32	40.0		
Neutral	20	25.0		
Agree	24	30.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.5 Fair treatment by recruitment panels

I have been fairly treated by the recruitment panels				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	8	10.0	2.70	1.195
Disagree	40	50.0		
Neutral	8	10.0		
Agree	16	20.0		
Strongly agree	8	10.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.5 shows how employees were treated by the recruitment panels. More than half of the respondents (60%) said that they haven't been treated fairly by the recruitment panels. Very few of the respondents 8(10%) strongly agree, 16(20%) agree, 8(10%) and 8(10%) were neutral with mean of 2.70 and standard deviation of 1.195.

The following table shows the internal focus of recruitment. As we can see in the table 60% of the respondents agreed the recruitment process of the corporation focuses more internally. Only 20% of the respondents disagreed regarding the recruitment process of the corporation that focuses internally. While 5% of the respondents agreed, 15% were neutral. This implies that most employees agreed the recruitment process of the corporation focuses more internally. Mean value is 3.50 and standard deviation is 0.871.

Table 4.6 Focus of recruitment internally

The recruitment process of the corporation focuses more internally				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	16	20.0	3.50	0.871
Neutral	12	15.0		
Agree	48	60.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.7 Focus of recruitment externally

The recruitment process of the corporation focuses more externally				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	28	35.0	2.95	0.810
Neutral	28	35.0		
Agree	24	30.0		
Total	80	100.0		

Source: Own survey, 2017

The above table shows the external focus of recruitment. 35% of the respondents disagreed that the recruitment process of the corporation focuses more externally. 30% and 35% of the respondents agreed and were neutral respectively. The mean and standard deviation are 2.95 and 0.810 respectively. This indicates that majority of respondents disagreed to the statement; that is the recruitment process of the corporation focuses more externally.

As the following table indicates 25% of the respondents disagreed on the statement that the recruitment and selection policy I implemented effectively while 20% of the respondents replied they were neutral. 50% of the respondents agreed and 5% of the respondents strongly agreed. This indicates that majority of the respondents believed that the recruitment and selection policy of the corporation was implemented effectively.

Table 4.8 Effective implementation of the recruitment and selection policy

The recruitment and selection policy is implemented effectively				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	20	25.0	3.35	0.915
Neutral	16	20.0		
Agree	40	50.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

As depicted in the following table 40% of the respondents were not satisfied by the recruitment process. 30% of the respondents agreed and while 30% of the respondents were neutral regarding the statement; the recruitment process was satisfactory. The mean and standard deviation are

2.90 and 0.836 respectively. As we can see from the table majority of the respondents were not satisfied by the recruitment process.

Table 4.9 Satisfactory level from the recruitment process

The recruitment process was satisfactory				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	32	40.0	2.90	0.836
Neutral	24	30.0		
Agree	24	30.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.10 Understanding of performance management process

I have a clear understanding of performance management process				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	36	45.0	2.80	0.818
Neutral	24	30.0		
Agree	20	25.0		
Total	80	100.0		

Source: Own survey, 2017

As described in the above table 45% of the respondents disagreed regarding the statement; I have clear understanding of performance management process. Only 25% of the respondents agreed that they have a clear understanding of performance management process and 30% of the respondents are neutral. The mean is 2.80 and standard deviation is 0.818. Majority of the respondents did not have a clear understanding of the performance management process.

The following table shows the assistance offered by supervisors to understand performance management. Regarding this statement only 5% of the respondents strongly disagreed, and 25% of the respondents disagreed. 20% of the respondents replied that they are neutral about the assistance offered by their supervisors to understand performance management. 50% of the respondents agreed that they are assisted by their supervisors to understand performance management. As it is described in the table majority of the respondents agreed that their supervisors make it easy to understand the performance management and always offered assistance to them when needed.

Table 4.11 Assistance offered by supervisors about performance management

My supervisor makes it easy to understand the Performance management and always offering assistance to me when needed				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	4	5.0	3.15	0.969
Disagree	20	25.0		
Neutral	16	20.0		
Agree	40	50.0		
Total	80	100.0		

Source: Own survey, 2017

The following table shows annual performance appraisals that were consistently done in the ECWC. 5% of the respondents disagreed that the performance appraisals were consistently done annually. 35% disagreed and 25% of the respondents agreed. 35% of the respondents were neutral. Majority of the respondents didn't agree regarding formal appraisals are consistently done annually.

Table 4.12 Annual performance appraisals

Formal appraisals are consistently done annually.				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	4	5.0	2.80	0.877
Disagree	28	35.0		
Neutral	28	35.0		
Agree	20	25.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.13 Continuous assessment of performance management

My performance development needs are continuously assessed as part of normal work and management processes.				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	12	15.0	3.35	0.731
Neutral	28	35.0		
Agree	40	50.0		
Total	80	100.0		

Source: Own survey, 2017

As the above table shows only 15% of the respondents disagreed regarding the statement my performance needs are continuously assessed as part of normal work and management process, 35% were neutral and 50% of the respondents agreed. From this we can understand that majority of the respondents agreed that their performance needs are continuously assessed as part of normal work and management process.

As the following table indicates only 5% of the respondents strongly disagreed that the factors facilitating and hindering performances are taken into consideration while appraising the performance, 40% of the respondents disagreed, 20% of the respondents were neutral, 30% agreed and 5% of the respondents strongly agreed. This indicates that majority of the respondents disagreed that the factors facilitating and hindering performances are taken into consideration while appraising the performance.

Table 4.14 Consideration of factors facilitating and hindering performance

Factors facilitating and hindering performances are taken into consideration while appraising the performance.				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	4	5.0	2.90	1.051
Disagree	32	40.0		
Neutral	16	20.0		
Agree	24	30.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.15 Benefits from the performance management practices of the corporation

I am benefited from the corporation performance management practices since it provides me personal development and promotion				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	16	20.0	2.65	1.159
Disagree	24	30.0		
Neutral	12	15.0		
Agree	28	35.0		
Total	80	100.0		

Source: Own survey, 2017

As depicted in the above table 20% of the respondents strongly disagreed, 30% of the respondents disagreed, 35% of the respondents agreed, and 15% of the respondents were neutral. This indicates that the majority of respondents disagreed regarding the statement I am benefited from the corporation performance management practices since it provides me personal development and promotion.

Table 4.16 Greater rewards to higher performers and lesser rewards to lower performers

Ethiopian Construction Works Corporation prefers to provide greater rewards to higher performing employees and lesser rewards to lower performing employees				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	28	35.0	3.00	0.900
Neutral	28	35.0		
Agree	20	25.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.16 shows how employees were rewarded based on their performance. 35% of the respondents disagreed, 35% of the respondents were neutral, 25 % agreed and only 5% of the respondents strongly agreed with a mean of 3.00 and standard deviation of 0.900. Majority of the respondents were neutral regarding the rewards gained based on the performance.

The following table shows the standards for appraising employees' performance are based on job-related requirements derived from job analysis and reflected in the job description and job specification. As can be clearly seen from the table 10% of the respondents strongly disagreed, 30% disagreed, 35% were neutral, 20% of the respondents agreed, and 5% of the respondents strongly agreed regarding the statement that the standards for appraising employees' performance

are based on job-related requirements derived from job analysis and reflected in the job description and job specification. This indicates that majority of the respondents didn't agree about the statement that the standards for appraising employees' performance are based on job-related requirements derived from job analysis and reflected in the job description and job specification.

Table 4.17 Standards for appraising employees' performance

The standards for appraising employees' performance are based on job-related requirements derived from job analysis and reflected in the job description and job specification				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	8	10.0	2.80	1.036
Disagree	24	30.0		
Neutral	28	35.0		
Agree	16	20.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.18 Training and development policy

The Corporation has defined training and development policy				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	8	10.0	2.90	1.001
Disagree	16	20.0		
Neutral	36	45.0		
Agree	16	20.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

As described in the above table 10% of the respondents strongly disagreed, 20% agreed, 45% were neutral, 20% agreed and 5% strongly agreed. This indicates that majority of the respondents were neutral about the statement that the corporation has defined training and development policy.

Table 4.19 Training and development practices

Training and development practices are conducted based on policies				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	4	5.0	2.95	0.926
Disagree	20	25.0		
Neutral	36	45.0		
Agree	16	20.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

The above table described the training and development practices which are conducted based on policies. 5% of the respondents strongly disagreed, 25% disagreed, 45% were neutral, 20% agreed, and 5% strongly agreed. This indicates that majority of the respondents were neutral regarding the statement that Training and development practices are conducted based on policies.

Based on the following table 20% of the respondents disagreed, 40% were neutral, 35% agreed and 5% strongly agreed regarding the training and development policies are integrated to the objectives of the corporation. This indicates that majority of the respondents were neutral regarding the statement that Training and development Policies are integrated to the objectives of the Corporation.

Table 4.20 Integration of training and development policies to the corporation’s objectives

Training and development Policies are integrated to the objectives of the Corporation				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	16	20.0	3.25	0.834
Neutral	32	40.0		
Agree	28	35.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.21 Prioritizing training and development needs

In the Corporation training and development needs are prioritizing properly				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	40	50.0	2.95	1.030
Neutral	8	10.0		
Agree	28	35.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

The above table shows the proper prioritizing of training and development needs in the ECWC. According to the responses showed in the table 50% of the respondents replied disagree, 10% were neutral, 35% agreed and 5% strongly agreed. Majority of the respondents disagreed regarding the statement in the Corporation training and development needs are prioritizing properly.

Employees of ECWC were asked whether the corporation gives both on-job and off-job training. But 35% of the respondents remained neutral. 30% of the respondents disagreed, 30% of the respondents' agreed and 5% of the respondents strongly agreed.

Table 4.22 On-job and off-job training

The Corporation gives both on-job and off-job training				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	24	30.0	3.10	0.894
Neutral	28	35.0		
Agree	24	30.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.23 Training delivery method

The delivery method that the Corporation used is convenient to get the necessary knowledge and skills.				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	12	15.0	3.05	0.593
Neutral	52	65.0		
Agree	16	20.0		
Total	80	100.0		

Source: Own survey, 2017

Based on the above table 15% of the respondents disagreed, 65% were neutral and 20% agreed regarding the statement the delivery method that the corporation used is convenient to get the necessary knowledge and skills. As the respondent's result showed majority of the respondents remained neutral about the delivery method that the corporation used is convenient to get the necessary knowledge and skills.

Table 4.24 Ability of trainers in transfer of training and development

The trainers in my Corporation can transfer and demonstrate the training and development appropriately				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	8	10.0	3.40	0.739
Neutral	36	45.0		
Agree	32	40.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

Employees were asked the trainers in their company can transfer and demonstrate the training and development appropriately. Only 5% of the respondents strongly agreed and 10% disagreed, 40% of the respondents were agreed, and 45% remained neutral regarding the statement that the trainers in my Corporation can transfer and demonstrate the training and development appropriately. The respondents who agreed and were neutral were equal.

As the following table shows 10% of the respondents strongly disagreed, 20% disagreed, 30% were neutral, 35% agreed and 5% strongly agreed regarding the statement that the corporation asks the trainees through questionnaires at the end of the training and development program. This indicates that majority of the respondents agreed the corporation asks them through questionnaires at the end of the training and development program.

Table 4.25 Query of trainees at the end of training and development program

The Corporation asks the trainees through questionnaires at the end of the training and development program				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	8	10.0	3.05	1.078
Disagree	16	20.0		
Neutral	24	30.0		
Agree	28	35.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.26 shows 20% of the respondents strongly disagreed, 20% disagreed, 20% were neutral, 30% of the respondents agreed and 10% were strongly agreed about the statement the Corporation tests the trainees after the training and development program.

Table 4.26 Tests after training and development program

The Corporation tests the trainees after the training and development program				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	16	20.0	2.90	1.308
Disagree	16	20.0		
Neutral	16	20.0		
Agree	24	30.0		
Strongly agree	8	10.0		
Total	80	100.0		

Source: Own survey, 2017

As depicted in the following table 5% of the respondents strongly disagreed, 25% disagreed, 35% were neutral, 25% agreed and 10% of the respondents strongly agreed regarding the statement that training has empowered me to carry out my duty without any difficulty.

Based on the following table 5% of the respondents strongly disagreed, 30% disagreed, 40% were neutral and 25% agreed regarding the statement that I feel I am being paid a fair salary amount for the work I do. This indicates that majority of the respondents were neutral about the statement that they were being paid a fair salary amount for the work they do.

Table 4.27 empowerment by training

Training has empowered me to carry out my duty without any difficulty				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	4	5.0	3.10	1.051
Disagree	20	25.0		
Neutral	28	35.0		
Agree	20	25.0		
Strongly agree	8	10.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.28 Fair salary payment

I feel I am being paid a fair salary amount for the work I do.				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	4	5.0	2.85	0.858
Disagree	24	30.0		
Neutral	32	40.0		
Agree	20	25.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.29 Periodic salary increment

The periodic salary increment amount is so good				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	8	10.0	3.55	0.673
Neutral	20	25.0		
Agree	52	65.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.29 shows 10% of the respondents disagreed 25% were neutral and 65% agreed about the statement the periodic salary increment amount is so good. This indicates that majority of the respondents agreed that the periodic salary increment was so good.

Table 4.30 shows the satisfaction with the benefit packages of the corporation. Accordingly, 15% of the respondents strongly agreed, 30% disagreed, 30% were neutral, 20% agreed and 5% strongly agreed. This indicates majority of the respondents were not satisfied with the benefit packages of the corporation.

Table 4.30 Satisfaction from benefit packages of the ECWC

I am satisfied with the benefit packages of the Corporation				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	12	15.0	2.70	1.107
Disagree	24	30.0		
Neutral	24	30.0		
Agree	16	20.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.31 Recognition received

When I do a good job I receive recognition for that.				
Response categories	Frequency	Percent	Mean	Std.deviation
Disagree	24	30.0	3.15	0.915
Neutral	24	30.0		
Agree	28	35.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

As depicted from the above table 30% of the respondents disagreed, 30% were neutral, 35% agreed, and 5% strongly agreed regarding the statement when I do a good job I receive recognition for that. This indicates that majority of the respondents received recognition when they did a good job.

As the following table shows 5% of the respondents strongly disagreed, 45% disagreed, 20% were neutral, 25% strongly agreed and 5% strongly agreed regarding the statement I feel that my job receives enough attention from my corporation. This indicates majority of the respondents felt that their job receives enough attention from the corporation.

Table 4.32 Attention by the corporation for the job

I feel that my job receives enough attention from my Corporation				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	4	5.0	2.80	1.036
Disagree	36	45.0		
Neutral	16	20.0		
Agree	20	25.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

Table 4.33 Chance for promotion

There is really high chance for promotion on my job.				
Response categories	Frequency	Percent	Mean	Std.deviation
Neutral	28	35.0	3.65	0.480
Agree	52	65.0		
Total	80	100.0		

Source: Own survey, 2017

The above table shows the chance of promotion. 35% of the respondents were neutral and 65% of the respondents agreed regarding the statement that there is really high chance for promotion on my job. Majority of the respondents agreed that there was really high chance for promotion on their job.

Table 4.34 shows the benefits received as compared to most other organizations offer. As is clearly depicted in the table 15% of the respondents strongly disagreed, 25% disagreed, 30% were neutral, 25% agreed and 5% strongly agreed. This indicates that majority of the respondents were not happy regarding the benefits they received as compared to most other organizations offer.

Table 4.34 Benefits as compared to other organizations

The benefits I receive are as good as most other organizations offer.				
Response categories	Frequency	Percent	Mean	Std.deviation
Strongly disagree	12	15.0		
Disagree	20	25.0	2.80	1.130
Neutral	24	30.0		
Agree	20	25.0		
Strongly agree	4	5.0		
Total	80	100.0		

Source: Own survey, 2017

### **4.3 Discussion of Results**

Every organization (private or public) needs adequate and appropriate manpower to achieve its goals and objectives. That means the demand and supply of manpower should match to the requirement of an organization. It is the concern of human resource management to enhance the contribution of employees towards the effectiveness of the organization. Every organization has the option of choosing the candidates for its recruitment processes from two kinds of sources: internal and external sources. The Ethiopian Construction Works Corporation recruits employees both from within the corporation and from external sources. But it gives priority to its internal employees if they best fit to fill the vacant positions.

Training is the process of providing employees with specific skills or helping them correct deficiencies in their performance. Poor, inappropriate or inadequate training can be a source of frustration for everyone involved. To maximize the benefits of training, managers must closely monitor the training process. Findings showed that there is lack of prioritizing training and development needs. Employees were not tested after the training and development program.

Reward management deals with the strategies, policies and processes required to ensure that the contribution of people to the organization is recognized by both financial and non-financial means. 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. Majority of the respondents were not satisfied by the benefit packages of the corporation.

## **CHAPTER FIVE**

# **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 INTRODUCTION**

Result and discussion of the study were presented in the previous chapter. This chapter first presents a brief summary of the study followed by conclusions and recommendations based on the objectives of the study. The objectives of the study were to assess the effectiveness and recruitment and selection practices of ECWC, to identify the challenges that influence ECWC in effective implementation of performance management, to examine how training and development are implemented in ECWC, and to evaluate the current reward practiced at the ECWC.

### **5.2 Summary of Major Findings**

As per the data gathered through questionnaire the summary of major findings are presented in this section as follows.

- As to the demographic data of the respondents: It was found that the number of male (53.75%) employees dominated the number of female (46.25%) employees in the ECWC; most employees in the ECWC are young employees with age between 25-35; and most employees (36.25%) are first degree holders.

- The study revealed that 55% of the total number of respondents did not agree that the ECWC has clear internal policies and procedures on recruitment and selection of employees.
- The finding indicates that majority of respondents (45%) disagreed that there is proper planning for the recruitment and selection process.
- Majority of the respondents (60%) were not treated fairly by the recruitment panels.
- The study showed that majority of the respondents agreed the recruitment process of the corporation focuses more internally.
- Majority of the respondents disagreed that the recruitment process of the corporation focuses more externally.
- Majority of the respondents (55%) believed that the recruitment and selection policy of the corporation was implemented effectively.
- The study revealed that majority of the respondents (40%) was not satisfied by the recruitment process.
- Majority of the respondents (45) did not have a clear understanding of the performance management process.
- Majority of the respondents (50%) agreed that their supervisors make it easy to understand the performance management and always offered assistance to them when needed.
- The study revealed that majority of the respondents (50%) agreed that their performance needs are continuously assessed as part of normal work and management process.

- The study indicated that majority of the respondents (40%) disagreed that the factors facilitating and hindering performances are taken into consideration while appraising the performance.
- Majority of respondents (50%) disagreed regarding the statement that I am benefited from the corporation performance management practices since it provides me personal development and promotion.
- Majority of the respondents disagreed regarding the statement in the Corporation training and development needs are prioritizing properly.
- The study indicated that majority of the respondents (40%) agreed the corporation asks them through questionnaires at the end of the training and development program.
- Majority of the respondents (65%) agreed that the periodic salary increment was so good.
- The study indicated that majority (45%) of the respondents were not satisfied with the benefit packages of the corporation.
- Majority of the respondents (40%) received recognition when they did a good job.
- Majority of the respondents (65%) agreed that there was really high chance for promotion on their job.
- The study revealed that majority of the respondents was not happy regarding the benefits they received as compared to most other organizations offer.

### **5.3 Conclusions**

The Corporation does not have proper planning for the recruitment and selection process. Unless the management of the Corporation engaged in the proper planning of recruitment and selection process, positions would be remained to be vacant for long times and this would result in poor

performance of the corporation. Employees were not treated fairly by the recruitment panels and this resulted in dissatisfaction of employees by the recruitment panels and there by the Corporations recruitment and selection policy. The recruitment process of the corporation focuses more internally. When job vacancies post, the first place that an organization should look for placement is within itself. An organization's present employees generally feel that they deserve opportunities to be promoted to higher-level positions because of their service and commitment to the organization.

Employees did not have a clear understanding of the performance management process but supervisors offered assistance to employees when needed to make it easy to understand the performance management process. Performance needs of employees are continuously assessed as part of normal work and management process.

The Corporation lacks proper prioritization of training and development needs. The corporation asks trainees through questionnaires at the end of the training and development program. Benefit packages of the corporation did not satisfy the employees. Unless the Corporation makes adjustments regarding the benefit packages employees may be pushed to leave the organization where there are satisfactory benefits given for the job they do. Employees were not happy regarding the benefits they received as compared to most other organizations offer.

#### **5.4 Recommendations**

- The Corporation should have proper planning for the recruitment and selection process.
- The recruitment panels of the Corporation should treat fairly the employees while they recruit.

- The corporation should define the performance management processes so that employees will have a clear understanding of the performance management process.
- The Corporation should prioritize training and development needs.
- The Corporation should test trainees after at the end of the training and development program so that it can evaluate the effectiveness of the training and development program.
- Employees are not satisfied by the benefit packages of the corporation. The corporation should adjust the benefit packages so that it can retain employees who are dissatisfied by the benefit packages of the corporation.

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## Appendix

### ADDIS ABABA UNIVERSITY

#### College of Business and Economics

#### School of Commerce

#### Department of Business Administration and Information Systems

#### MA Program in Project Management

Questionnaire to be filled by employees of Ethiopian Construction Works Corporation

Dear respondent,

I am an MA student at Addis Ababa University College of Business and Economics School of Commerce. The purpose of this questionnaire is to collect primary data for conducting a study on the topic, "**Assessment of Human Resource Management Practices in Ethiopian Construction Works Corporation**" as partial fulfillment to the completion of Master of Arts degree in Project Management. In this regard I kindly request you to provide me reliable information that is to the best of your knowledge so that the findings from the study would meet the intended purpose. I strongly assure you of confidential treatment of your answers and used only for academic purpose.

Thank you in advance for being a volunteer to devote your valuable time in filling this questionnaire.

#### Directions

- No need to write your name.
- Answer by making a '√' mark

#### Part I - Demographic profile of the respondents

1. Sex: Male  Female

2. Age: Below 25  25-35  36-45  46-55  Above 55

3. Educational Background: Certificate  Diploma  First Degree  Masters Degree and above

## PART II - Questions on Human Resource Management Practices

Please read each statements in this part carefully and show the extent of your agreement on the statements by putting "√" or "X" mark in the boxes using the following rating scales( likert scales):

Strongly agree (SA)=5, Agree(A)=4, Neutral(N)=3, Disagree(D)=2, and Strongly disagree(SD)=1.

S. No.	1. Questions related to recruitment and selection (RS)	SD(1)	D(2)	N(3)	A(4)	SA(5)
RS1	The ECWC has clear internal policies and procedures on recruitment and selection of employees					
RS 2	The recruitment and selection process is monitored to ensure fairness and transparency					
RS 3	There is proper planning for the recruitment and selection process					
RS 4	I have been fairly treated by the recruitment panels					
RS 5	The recruitment process of the corporation focuses more internally					
RS 6	The recruitment process of the corporation focuses more externally					
RS 7	The recruitment and selection policy is implemented effectively					
RS 8	The recruitment process was satisfactory					
S. No.	2. Questions related to performance management(PM)					
PM 1	I have a clear understanding of performance management process					
PM 2	My supervisor makes it easy to understand the Performance management and always offering assistance to me when needed					
PM 3	Formal appraisals are consistently done annually.					

PM 4	My performance development needs are continuously assessed as part of normal work and management processes.					
PM 5	Factors facilitating and hindering performances are taken into consideration while appraising the performance.					
PM 6	I am benefited from the corporation performance management practices since it provides me personal development and promotion					
PM 7	Ethiopian Construction Works Corporation prefers to provide greater rewards to higher performing employees and lesser rewards to lower performing employees					
PM 8	The standards for appraising employees' performance are based on job-related requirements derived from job analysis and reflected in the job description and job specification					
S. No.	3. Questions related to training and development(TD)					
TD 1	The Corporation has defined training and development policy					
TD 2	Training and development practices are conducted based on policies					
TD 3	Training and development Policies are integrated to the objectives of the Corporation					
TD 4	In the Corporation training and development needs are prioritizing properly					
TD 5	The Corporation gives both on-job and off-job training					

TD 6	The delivery method that the Corporation used is convenient to get the necessary knowledge and skills.					
TD 7	The trainers in my Corporation can transfer and demonstrate the training and development appropriately					
TD 8	The Corporation asks the trainees through questionnaires at the end of the training and development program					
TD 9	The Corporation tests the trainees after the training and development program					
TD 10	Training has empowered me to carry out my duty without any difficulty					
S. No.	4. Questions related to reward practices(R)					
R 1	I feel I am being paid a fair salary amount for the work I do.					
R 2	The periodic salary increment amount is so good					
R 3	I am satisfied with the benefit packages of the Corporation					
R 4	When I do a good job I receive recognition for that.					
R 5	I feel that my job receives enough attention from my Corporation					
R 6	There is really high chance for promotion on my job.					
R 7	The benefits I receive are as good as most other organizations offer.					