



St. Mary's **ቅዱስ ማርያም**
University **የኢኮኖሚክስ**
Committed to Excellence

**THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES
ON EMPLOYEE PERFORMANCE IN ETHIOPIAN TOURIST TRADING
ENTERPRISE**

BY

NUREDIN AHMED
SGH/0136/2012B

ADVISOR:
ADERAW GASHAYE (Prof.)

JUNE 2023
ADDIS ABABA, ETHIOPIA



St. Mary's University
ተደብተ ግርያም
የኢኮኖሚክስ
Committed to Excellence

The Effect of Human Resource Management Practices on Employee Performance in the Ethiopian Tourist Trade Enterprise

BY:

Nuredin Ahmed Mohammed

APPROVED BY BOARD OF EXAMINERS

Dean, School of Business

Signature and Date

Advisor

Signature and Date

External Examiner

Signature and Date

Internal Examiner

Signature and Date

ACKNOWLEDGEMENT

Above all, I want to express my deepest gratitude to the Almighty Allah Subhanu WotaA'la for providing me with the effort I needed to successfully finish this work.

I want to convey my sincere gratitude to my advisor, PhD Aderaw Gashaye, for helping to complete my thesis.

The workers of the Ethiopian Tourism Trading Enterprise, especially Ato Mohammed Issa and W/r Birke Kebede, deserve a special thank you for their unwavering support and encouragement in helping me reach my objectives. I also owe Ato Messay Abebe a debt of gratitude for his unselfish commitment to imparting his priceless knowledge.

The last but not the least, I thank with love to my family and for giving me the chance to explore my destiny through education and for taking their time. My mother Ansha Nuru has been great companion, supported, encouraged and helped me get through this agonizing period in the most positive way.

DECLARATION

I certify that the research report I submitted to the Department of Business Administration at the School of Graduate Studies under the title "The effect of Human Resource Management Practice on Employee Performance in Ethiopian Tourism Trading Enterprise" is entirely original and has not been partially or entirely submitted to any other university.

Date: _____

CERTIFICATE

We declare that Nuredin Ahmed Mohammed carried out the research for the Research Report titled "The effect of Human Resource Management Practices on Employee Performance in Ethiopian Tourism Trading" under our supervision.

(Main Advisor)

(Co-Advisor)

ACRONYMS/ABBREVIATIONS

CBPA: Competency based performance Appraisal

C&R: Compensation and Reward

EP: Employee performance

ETTE: Ethiopian Tourist Trading Enterprise

HRM: Human Resource Management

HRMP: Human Resource Management Practice

R&S: Recruitment and Selection

T&D: Training and Development

Table of Contents

Acknowledgement.....	iii
Acronyms	vi
Table of contents.....	vii
List of tables and figures.....	xi
Abstract.....	xii
 CHAPTER ONE:	 1
1.1 Introduction	1
1.2 Background of the study	1
1.3 Statement of the problem	2
1.4 Objectives of the study.....	3
1.5 General Objectives	4
1.5.1 Specific Objectives of the Study.....	5
1.5.2 Research Questions:.....	5
1.8 Significance of the Study	6
1.9 Scope of the study	6
1.10 Organization of the paper.....	7
 CHAPTER TWO: LITERATURE REVIEW	 8
2.1 Introduction... ..	8
2.2 Theoretical literature	8
2.2.1 Human Resource management	8
2.2.2 The relationship between HRM and Employee performance	9
2.2.2.1Recruitment and Selection and Employee Performance.....	9
2.2.2.2Competency Based Performance Appraisal and Employee Performance	10
2.2.2.3 Compensation & Reward and Employee Performance	10
2.2.2.4Training and Development and Employee Performance	11
2.4 Employee Performance	11
2.2.5 Theoretical Foundation	13
2.6 Empirical Review.....	14

2.7	Conceptual Framework of the Study	17
2.8	Relationship of variables in the conceptual Framework.....	19
2.9	Research Hypothesis.....	19
CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY.....		20
3.1	Introduction.....	20
3.2	Research Design	20
3.3	Sampling Design.....	20
3.3.1	Target Population	20
3.3.2	Sampling sizes and sampling procedures.....	21
3.3.2 .1	Sample size	21
3.3.2.2	Sampling Procedure	21
3.4	Data Collection Instrument	22
3.4.1	Pilot Testing of the Instrument	23
3.4.2	Validity of the Instruments	23
3.4.3	Reliability of the Instruments.....	23
3.5	Data collection Procedures	24
3.6	Data Analysis Technique	24
3.7	Ethical Consideration.....	25
CHAPTER FOUR: DATA RESULT AND DISCUSSION.....		26
4.1	Introduction	26
4.1.1	Sample and Response Rate	26
4.2	Demographics of respondents.....	27
4.2.1	Gender Distribution.....	27
4.2.2	Age of the respondent.....	28
4.2.3	Level of Education of the Organization.....	28
4.2.4	Total Years Experience of the organization.....	28
4.3	Perception of HRM Practice and Perceived Employee Performance	29
4.4	The relationship between HRM practices and Employee Performance.....	30
4.5	Effect of human Resource practice on employee performance.....	32

4.5.1 Assumption of regression analysis.....	32
4.5.1.1 Multi-Collinearity Diagnostics:	32
4.5.1.2 Normality test.....	34
4.5.1.3 Linearity test	35
4.5.1.4 Autocorrelation test.....	35
4.6 Regression Analysis between HRM practice and Employee performance	36
CHAPTER FIVE: SUMMARY OF MAJOR FINDING, CONCLUSION AND RECOMMENDATION.....	40
5.1 Introduction.....	41
5.2 Summary of major findings	41
5.3 Conclusion of the study	43
5.4 Recommendations.....	44
5.5 Limitation of the Study	45
5.6 Implications for other studies.....	45
References.....	47
Appendix	57

LIST OF TABLES

Table 1	Target Population and Sample Size	22
Table 2	Reliability test result.....	24
Table 3:	Demographic Characteristics	27
Table 4:	Grand mean of HRM practice on Employee Performance	29
Table 5:	The Correlation between HRM practices on Employee Performance	31
Table 6:	Results of Multicollinearity.....	33
Table 7:	Results of Autocorrelation Test	35
Table 8:	Regression Model Summary	36
Table 9:	Regression Analysis ANOVA	37
Table 10:	Regression Coefficients	38

List of Figures

Figure 1.	Conceptual frame work of the study.....	18
Figure 2.	Histogram for testing normality.....	34
Figure 3.	Linearity testing of normality.....	35

ABSTRACT

The study looks at how employee performance is affected by human resource management practices in the context of Ethiopia Tourism Trading Enterprise. Examining how HRM practices effected on employee performance at Ethiopian Tourist Trading Enterprise is the study's goal. In order to conduct the study, the researcher used descriptive and explanatory research methods. The study applied a quantitative research approach by using stratified probability approaches, samples of 217 employees were chosen from a population of 476; 156 questionnaires were returned, with a response rate of 71 percent. According to the results of the descriptive statistics, employees' perceptions of the following factors were moderate: recruitment and selection, competency-based performance appraisal, compensation and reward, and training and development. All independent factors have a favorable link with employee performance, according to the correlation analysis. Aside from this, employee performance is significantly correlated with competency-based performance evaluation, compensation & reward, and training and development, with a p-value of 0.000. Nevertheless, there is little correlation between employee performance and recruitment & selection. The regression analysis showed that all variables have a significant effect on employee performance. The researcher investigate that human resource management practice has a high effect on employee performance with adjusted R square value of 0.855. Therefore, all parties including managers and employees in ETTE and in related public enterprise shall focus on the discovered pinpoints so that they can improve the performance of employee as well as the organization performance.

KEY Words: Employee Performance, Recruitment and Selection, Performance Appraisal, Compensation and Reward, Training and Development.

CHAPTER ONE

1.1 INTRODUCTION

This chapter is including back ground of the study, problem of the statement, objective of the study, significant of the study and organization of the paper has been highlighted.

1.2 Background of the study

A company's operations can be made more effective and efficient with the help of its human resources. Organizational management in a globalized economy presents a significant challenge to managers' leadership abilities, capability, and ability at the highest level of firms to achieve sufficient competitiveness and profitability. (Price, 2007) Human resource development is a strategic method of putting money into human capital. An organization thus derives its foundation from all other types of human resource procedures, including hiring, performance management, talent management, training, feedback, coaching, and career advancement, among others. The development of skills and human resource capabilities is the guiding principle and foundation of human resource development. (Price, 2007)

Human resource management must be the most effective of all organizational resources if organizations are to reach their full potential at work. In today's workforce, training and development, motivation, leadership, communication, to transformation, and payment systems (compensation) can all be included. (Sullivan, 2011) claims that "global rivalry has produced a high pace of change which requires ongoing updating of current skill sets. The manager must determine which employees possess less desired skills.

To promote employee learning, awareness, and skill development while minimizing time away from the workplace, HR's role is to build systems (Sullivan, 2011). Also implies that businesses must engage in competition with other companies in order to increase profitability and productivity. One method of reaching that goal is through education and the expansion of the labor force. Human resource management must be the most effective of all organizational resources if organizations are to reach their full potential at work. In today's workforce, training and development, motivation, leadership, communication, to transformation, and payment

systems (compensation) can all be included. Human Resource development in Tourism sector have played a significant role in the economic development in most developed countries such as France, the United States of America among others.

In contrast, an employee's performance is a measurement of how successfully they accomplish the goals for their position, which are typically outlined in their role profile. 2010's Mahapatra a statement to the effect that performance management is a tool created to create a shared understanding of what is to be accomplished and a strategy for leading and developing personnel that will ensure it is accomplished. In this situation, a mutual understanding between the employer and employee over what should or shouldn't be done determines how well an employee performs. (Okoye et al., 2013) assert that human resource development is essential for all organizations, big or small. They look at the issues that affect developing human resources and gauge senior management's attitude toward the firm's profitability productivity.

This study offers details on the dynamic HRM practices used in the tourist industry and their impact on workers' productivity. The results of this study will be helpful to HRM professionals working in the tourism industry who want to increase the representativeness of their execution through the application of HRM practice. The findings of this study will help in correctly distributing the work and maximizing the representatives' talents. By implementing HRM strategies, organizations may achieve their objectives by having a productive staff. Several studies on the relationship between HRM practices and worker performance have been conducted in this arena.

1.3 Background of the Organization

The Ethiopian Tourist Trading Enterprise is situated in the 22 Square neighborhood of Addis Abeba's downtown. With six employees, the business began producing goods in 1957 E.C. with the goal of promoting Ethiopia via a variety of regional handicrafts and souvenirs. The company's business plan implementation report (June 2019) states that the yearly turnover is over 13.2 million USD, with indirect export markets accounting for 70% of the total sales. The Enterprise today employs 476 people and is profitable. The Enterprise primarily imports various goods for duty-free and duty-paid business units, including perfume, household products, and produces various wooden and bamboo products, works of interior decorating, ceramics, and

souvenir items for the local market. Several tourist guides and traditional clothing. Over 25 sales locations for The Enterprises exist across the nation (Enterprise, 2018).

1.4 Statement of the problem

Employee performance directly affects how successfully a company does business. In order to ensure the best performance and a satisfied workforce, managers must ensure that employees' needs are met. Employees are a crucial resource for every firm. An organization, though, wouldn't be the first one to have trouble describing what that looks like. Additionally, the Social Exchange Theory backs this up. According to the social exchange theory, it is argued that when businesses invest in various HR initiatives that employees are likely to see as a sign of their employer's dedication to them, employees will respond in a manner that serves organizational needs.

Employees view this corporate behavior as an organization's involvement or encouragement, which they subsequently reciprocate by adopting positive attitudes that support the accomplishment of organizational goals. Employees perceive this corporate behavior as ability, inspiration, and opportunity-enhancing HR initiatives. Employees may assume their organizations care about their career needs and growth when they see investments in various HR practices. This might show employees that the firm values them because otherwise it wouldn't be investing in their careers. Employees are therefore expected to reciprocate by improving job performance when they utilize various HR techniques.

Employee performances were rated as being inadequate or low in the company's annual report, which was published in June 2021. According to the assessment, employee performance was ineffective in terms of planning the task, carrying it out effectively, coming up with new ideas, and carrying it out. Employees at ETTE, however, brought out unfavorable difficulties with the way human resources are managed. Due to the uncertainty and confusion between the employer and employee, the researcher decides to undertake a scientific study on employee performance and HRM Practice in order to close the gap between the two viewpoints. Overall, there are a number of concerns with the application and practice of human resource management at ETTE, and the researcher conducted a preliminary survey to address these issues and a preliminary

survey was conducted by the researcher and confirmed that employees was not satisfied with the current human resource management practices.

Studies by Tabouli et al. (2016) found a correlation between human resource skills and performance as well as a favorable effect of human resource development on employee performance. Additionally, there have been numerous researches on the impact of HRM methods on perceived worker performance in certain industries from extraordinary regions of the world. The researcher could only access a small number of Ethiopian studies that were conducted on this topic, though. Additionally, no other studies of a similar nature have been carried out, particularly in the tourism industry and ETTE in particular.

There is still little research on human resource development concerns in poor countries, despite the fact that firms are increasingly changing human resource development strategies (Debrah&Ofori, 2006).And expanding worries about the poor quality of service provided to organizational clients. In any situation, managers must guarantee that they will fulfill employee expectations and accomplish more.

The previous study was not basically in the model of variables research findings, and the researcher fill the methodological gap and furthermore, many researchers ignoring the role of Training and development as a crucial element of Human Resource Development Practice and in this research, the researcher accommodate the role of as training development one of the critical variable for Human Resource Development Practice and fill the literature gap respect to the variable.

1.5 Objectives of the study

1.5.1 General Objectives

The present study's primary goal is to explain the effect of HRM practices on employee performance in the case of Ethiopia tourist trading Enterprise.

The following particular objectives are indicated in order to attain this objective:

1.5.2 Specific Objectives of the Study

- To Determine the Effect of recruitment and selection on Employee Performance?
- To examine the Effect of competency based performance Appraisal on Employee Performance?
- To Estimate Effect of compensation and Reward on Employee Performance?
- To Asses Effect of Training and Development on Employee Performance?

1.6 Research Questions:

- What is the Effect of Recruitments selection on Employee Performance?
- What is the Effect of Competency based performance Appraisal on Employee Performance?
- What is the Effect of Compensation Reward on Employee Performance?
- What is the Effect of Training Development on Employee Performance Employee?

1.7 Significance of the Study

This study will have the following significance

- The study shall provide valuable information for the decision makers and implementation of human resource management so as to improve Employee Performance.
- The study shall select Employees to actively engage themselves for successful implementation of human resource development practice on their day to day activates.
- The study shall provide a benchmark for other public enterprise. The study will play a significant role to broaden the researcher's knowledge in the area. With regard to tourism sector no studies have been conducting in Ethiopia, particularly in ETTE and Motivates researchers to perform study on the so far untouched areas of the topic.

1.8 Scope of the study

This research was conducted in the Ethiopian Tourist Trading Enterprise's headquarters in Addis Abeba and at sales locations nearby. The questioner served as the primary data collector in the information gathering system for this study. From March 1 to the end of April 2023, the questionnaire was circulated. This amount of time was given to the personnel so they would have ample time to respond to the questionnaire with as much useful and accurate information as they could. The impact of human resource practices is discussed in this study, along with how employees perceive the types of procedures that are now in use and how well employees are performing as a whole. Through the use of the two different types of several questions from the Multifactor Human Resource Practice Questionnaire (MHRP) and Multifactor Employee Performance Questioner (MEPQ) that demonstrate how the employees view the human resources practice.

1.9 Organization of the study

The theses were organized through the following steps or manner:

Chapter one: were consist seven basic headings which provide information and introduction to the study. Particularly objectives of the study define and state the problem to realize in the research as well as relevance of the study, scope of the study, limitation of the study and also the organization of the research report.

Chapter Two: Details the findings from the theoretical aspects and Empirical evidence of Human Resource Management Practice and its relation on Employee performance. Recent dissertation and similar studies on the topic were reviewed. The purpose of this chapter is to understand regarding to Human resource management practice and Employee Performance concepts, giving additional knowledge to the public as well as updating readers.

Chapter Three: This chapter was describing the research methodology that considered accomplishing the stetted objectives of the research. The chapter discussed the research design, Sources of Data & Data Collection Techniques, Target Population & Sampling Methods, as well as Method of Data Analysis & Presentation.

Chapter Four: Analyses the result obtained from the research and focuses on the analysis of methodology by analyzing questionnaire for different practical points related to this field.

Chapter Five: The final chapter of the study. It includes the summary of major findings Conclusions and recommendations based on the findings of research project.

1.10 Definition of The key Terms

HRM: - The Term” Human Resource Management” has been the Subject of considerable debate, and its underlying philosophy and character are highly controversial. Much of this controversy stems from the absence of a precise formulation and agreement on its significance and definition (Bratton and Gold, 2003)

Recruitment and Selection: - This is the process of recruitment and selection to staff. It involves matching people and their expectations with which the jobs specification and career path available within the organization (Mahapatro, 2010)

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

Compensation and Reward:-is the reward given by the organization to its employees for being willing to perform various jobs and services within the organization.(Rana & Malik,2017).

Training and Development: - is a coordinated initiative to encourage workers to learn information, skills, and attitudes related to the work. Training includes the development of expertise, skills and attitudes that improve the capacity of workers to meet the pressures of a variety of new or existing jobs, including the consumer and company demands of those jobs.(Noel A, 2011).

Employee Performance: -is associated with quantity of output, quality of output, timeliness of output, presence/attendance on the job, efficiency of the work completed [and]effectiveness of work completed(Mathis, R.L. and Jackson, J.H. , 2009)

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, the concepts of human resource management principles, various human resource capabilities, and employee performance are further developed. Theoretical and empirical literature on all variables has been reviewed. References to current literature that is both in favor of and against employee performance and methods of human resource management have been made in this discussion. In the context of the public sector, the management of human resources and employee performance has also been highlighted.

2.2 Theoretical literature

2.2.1 Human Resource management

According to Armstrong (2016), the objectives of HRM include assisting the organization in achieving its goals by creating and implementing human resource (HR) strategies 10 that are integrated with the business strategy (strategic HRM), ensuring the organization has the talented, skilled, and engaged people it needs, developing a multicultural environment and a strong working relationship between management and employees.

Human resource management (HRM or HR) is the strategic approach to managing people in a business or organization that strives to provide it a competitive edge. The primary purpose of HRM is to improve employee performance, which helps a firm achieve its strategic objectives. The focus of human resource management is on procedures and guidelines for effectively managing personnel inside businesses. HR departments are in charge of creating employee benefits, employing new workers, providing training and development, reviewing employees' performance, and administering rewards, including managing pay and benefit systems. Another issue of HR that needs attention is finding a balance between organizational practices and rules and regulations deriving from collective bargaining (Bratton & Gold, 2003).

The main objective of human resources (HR) is to make sure that the company's employees can prosper. HR experts are focused on establishing policies and processes and managing the human resources of a firm. Along with finding, employing, training, and developing employees, they

could concentrate on maintaining benefits or employee relations. Individuals with expertise in training and development make sure that staff employees receive continual training. Training helps to achieve this. Plans, performance reviews, and incentive structures. The complaints of the employees are handled by an employee relations department when regulations are breached, such as in situations of harassment or discrimination. Developing compensation schemes, parental leave regulations, employee discounts, and other perks are all examples of employee benefits management. (2005) Dear and Heywood, Brown.

2.2.2 Human Resource Management Practices

2.2.2.1 Recruitment Selection on Employee Performance

Recruitment and selection are two interconnected processes: recruitment is the process of creating a pool of candidates who are qualified to apply for employment with an organization, and selection is the process by which particular tools are used to choose the candidates who are the most qualified for the position from a pool of applicants while taking into account management objectives and legal requirements (Bratton & Gold, 2003).

Any type of corporate organization needs to have recruitment and selection departments. These are terms that have to do with the method of luring in and choosing employment seekers. The effectiveness of both of these responsibilities strongly influences the effectiveness of the firm's human resources (Gamage, 2014).

(Opatha, 2010) defines recruitment as the process of identifying and employing people who are suitably qualified to apply for job opportunities inside the organization. It is a collection of activities that a business uses to entice candidates with the right abilities and attitudes for the job. Recruitment is the process of gathering competent applicants for available positions inside an organization. There is evidence that the effectiveness of hiring and employee performance are significantly and favorably correlated (Gamage, 2014). For instance, (Sang, 2005) discovered a favorable correlation between hiring and selection practices and corporate outcomes. Implementing an effective recruitment and selection procedure has also been linked favorably to an organization's success, according to several studies like those conducted by (Syed, 2012).

2.2.2.2 Competency Based Performance Appraisal on Employee Performance

According to (Torrington, Laura, & Taylor, 2008), performance evaluation is a way to gauge personality attributes that are thought to be crucial for a profession, like creativity, excitement, and motivation. According to (Grote, 2002), a performance appraisal is a methodical management methodology that enables an organization to gauge the caliber of a person's performance.

Performance evaluation functions as a component of a systematic worker monitoring process and is meant to be a management tool to raise employee productivity and performance (Brown & Heywood, 2005). The effectiveness and employee involvement of performance review systems can both be increased (Brown & Benson, 2003).

Complementary human resource management strategies such formal training, incentives, remuneration, and performance evaluation enhance the capacity for performance evaluation, which has a higher impact on efficiency (Brown & Heywood, 2005).

If used rationally, appropriately, and logically, the performance appraisal can also be a very effective tool for managing human resources because it can help organizations reach their goals and employees pursue their interests. However, the report claims that the current system of assessment is insufficient and inappropriate and needs to be changed.

A well-established performance management system will lead to higher employee satisfaction and a more engaged workforce, according to research on the subject. Many academics have suggested that performance management appraisal has a relevance to increase employee performance.

2.2.2.3 Compensation Reward on Employee Performance

According to Rana and Malik (2017), compensation is the reward a firm gives its employees in return for their readiness to take on various tasks and services within the company.

(Sardar, Rehman, Yousaf, & Aijaz, 2011) state that incentives can come in the form of both monetary and non-monetary benefits. Financial rewards include salaries and bonuses, while non-monetary rewards include additional holidays and other leisure activities.

There is a link between employees' performance on the job and organizational effectiveness, according to numerous academics. According to (Frye, 2004), he asserted that organizations that place a high value on human capital play a crucial role in both hiring and retaining competent individuals by paying competitive wages. If employees are treated similarly and fairly in all situations, it will inspire and motivate them to work harder and be more wary of the firm. According to Matt Bloom and John G. Michel (2002),

There is evidence that workers evaluate their bonuses in comparison to those of their peers who are in the same position. Once financially compensated, according to Caruth and Handlogten (2001), "workers are motivated to fasten directly to their results." Companies that invest in proper long-term compensation schemes see higher returns on equity than those that do not. This theory is further confirmed by Leonard (1990).

2.2.2.4 Training Development on Employee Performance

Major roles in helping the company accomplish its goals are played by training and development. T&D improve the organization's productivity, turnover, and even equity. It provides efforts for worker health and safety.

The majority of the time, training and development work to close the performance gap between present performance and anticipated future performance. According to Weil and Woodall (2005), T&D falls within the area of human resource creation, which has been cited as a key component of effective human resource management.

Training, according to Armstrong (2001), is the systematic development of an individual's knowledge, abilities, and attitudes needed to carry out a certain task or job effectively. Additionally, the main focus of training and development is learning new information, skills, tactics, and methodologies. Truth be told, T&D is a must for human resource management because it can enhance worker, group, and organizational performance (Ahmad et al., 2014).

2.3 Employee Performance

One key area of concern is the definition and restrictions of the term "performance" as it is used in assessment. According to a firmly managerial perspective, a company's financial performance and profitability normally play a significant role in determining performance measurements

(Guest, 1997). This strategy has shortcomings in that it disregards the contribution of employees to organizational performance and their involvement in it, as well as their perceptions of human resource practices. (Guest, 1999)

Employee production was related to how successfully an organization met its aims and objectives, per (Rath& Conchie, 2009). In terms of measuring employee performance, Sundi (2013) proposed five key metrics: the amount of work, the caliber of the work, the freedom of the job, the timeframes, and interpersonal ties. In a number of organizational psychology research that examined the connection between worker job performance and satisfaction, it was discovered that worker performance was correlated with worker satisfaction (Yahaya et al., 2009). This implied that excellent employee performance would result from a high level of job satisfaction. They came to the conclusion that employers should create a positive work environment so that employees can remain engaged and increase their level of job satisfaction.

Based on the literature and arguments described above, it can be safely assumed that Human Resource Management Practices are associated with employee performance. But the relationship needs to be checked in the case of Ethiopian Tourist Trading Enterprise.

2.4 The Effect of HRM Practices on Employee Performance.

Employee attitudes and workplace performance have a significant impact on each other, according to Guest et al. (2000). Additionally, the proportion of the workforce covered and more and less successful organizations appeared to be distinguished primarily by their HR policies (Thompson, 2002). (West et al., 2002) found evidence of a connection between particular HR practices and decreased mortality rates, which demonstrates how HRM and employee performance are related. They claim that if someone executing HR policies focused on improving people's skills, such as encouraging cooperation, collaboration, creativity, and synergy in teams for the majority, if not all, of employees, the entire system would function and perform better.

Companies with a distinct vision and a unified set of values, as per the corporate notion of (Purcell et al., 2003), are more successful businesses. Additionally, organizations with a distinct vision and a unified set of principles are concerned with upholding productivity and adaptability. Clear evidence of favorable views towards HR policies and practices, satisfaction levels,

motivation and commitment, and operational performance could be shown. (Not how many human resources practices there are, but how well policies and procedures are put into practice.

(Guest, 2002) asserted that the performance impact of HRM practices depended on how employees respond to HRM practices, hence the impact would vary in favor of how employees perceive HRM methods.

Human asset management has increased its efforts to improve organizational performance globally in recent years, particularly from the standpoint of open sector enterprises (Rehman, 2012). It has become crucial for organizations to identify practical ways and put them into practice in order to maximize employee task execution in the contemporary globalized environment (Akin bode, 2011). Without doing so, it is difficult to increase an organization's productivity and make the most of its employees' efforts (2008) Zia-ur-Rehman et al. This is frequently the as-it-were method for gaining an advantage over competitors (Jamil B. & Raja, N.S., 2011). Employee task execution refers to actions that can be scaled and assessed, carried out within the workplace and dependent upon the outcomes of their work and exercises (Ahmad and Khurram S., 2011).

2.2.5 Theoretical Foundation

Goals theory

Latham and Locke's (1979) goal-theory identifies four mechanisms that link objectives to performance results: 1) Goals theory stimulates effort, 2) focuses attention on priorities, 3) challenges people to use their knowledge and skills to improve their chances of success. 4) The more difficult the goal, the more people will use the full range of skills recommended by Goals theory. This theory serves as the foundation for performance management's emphasis on establishing and approving goals against which to assess and control performance.

Goals instruct people to perform at specific levels in order for them to direct and assess their actions, while performance feedback enables the person to track how well they have been performing in relation to the goal so that, if necessary, adjustments in effort, direction, or possibly task strategies can be made. Robertson, Smith, and Cooper (1992). Goal theory supports performance management's agreed-upon objectives, feedback, and review processes..

Control theory

The focus of control theory, according to Armstrong (2009), is on feedback as a tool for modifying behavior. When people receive feedback on their conduct, they see the inconsistency between what they are doing and what is expected of them and make the necessary adjustments to make up for it. It is understood that performance management procedures must include feedback.

According Armstrong (2009), Control theory focuses attention on feedback as a means of shaping behavior. As people receive feedback on their behavior they appreciate the discrepancy between what they are doing and what they are expected to do and take corrective action to overcome it. Feedback is recognized as a crucial part of performance management processes.

Social cognitive theory

As of 1986, Bandura had established the social cognitive theory. It is built around his key idea of self-efficacy. This shows that people's performance is strongly influenced by what they feel they can or cannot achieve. Therefore, fostering and enhancing employees' positive self-belief is a key goal of performance management.

The major goals of performance reviews are to offer feedback on crucial choices including promotions, moves, and terminations. Evaluations reveal the need for development and training. They identify the employee competences and skills that are lacking at the moment but for which programs may be created to make up for them (Mahapatro, 2010, p.114).

Social exchange theory (Balu, 1964) provides the theoretical foundation for this investigation. The economic and social resources serve as the foundation for the idea of social exchange. While the economic part of this theory is centered on money and material possessions, this research is focused on the social aspect of social exchange, which is based on love, respect, and support. According to this notion, employees have a contractual obligation to repay what people receive payment in kind from an organization (Conway & Briner, 2005). According to this hypothesis, effective organizational support provided by HR activities would help workers feel appreciated by the firm (Shore and Wayne, 1993). As a result, workers would try to address this issue by doing their jobs effectively.

2.6 Empirical Theory

There is an extensive amount of research suggesting that there is a link between HR practices and various types of performance, and further that this link is significantly positive (Armstrong, 2009). This is to show some of the large body of evidence pointing in the direction of a positive influence HRM to job performance. Huselid (1995) assessed the connections between high performance work system and business performance. The study's findings showed that these practices affect intermediate employees' outcomes and financial performance both economically and statistically. Dolan, Mach, Mercè, and Sierra Olivera's (2005) research shown that HRM policies and practices had a significant impact.

The variables connected with HRM policies and practices significantly add to the profile that explains good or poor economic performance of the firm. Furthermore, the results show that when some HR policies and practices are absent or poorly implemented, detrimental consequences for firms' economic performance result. Eighty-five companies in Sarawak, Malaysia were the subject of a research by Azlan Mohamad, Lo, and King La in 2009. Their findings demonstrate the existence of substantial positive correlation values between organizational performance and HRM determinants such information technology, training, and incentives. According to Saeed et al. (2013), there is a strong correlation between the performance of the organization and the staffing, reward, and training practices. The Pakistani banking industry was the subject of their study, which found that HR practices had an impact on organization's performance.

The empirical study finding of Hamid, Maheen, Cheem, and Yaseen (2017) indicated that the establishment of higher levels of compensation management practices, employees development and organizational citizenship behavior that will lead to a higher level of organizational performance. 16 Trehan and Setia, (2014) conducted a research on 24 Indian private organizations on the plausible links between HR practices and performance. Their finding indicated that HR practices influence firm performance outcomes through effectiveness of the HR system and employee commitment and performance. They emphasize that organizational culture, strategic goals, and market orientation of the organization all have a two-way relationship with HR practices, and that these factors are ultimately connected to OP results. In general, a lot of research has been done to demonstrate the relationship between effective HRM

practices and business performance. Armstrong (2009) has shown on table the list of researchers who conduct research on the link between HRM and firm performance.

International scholars have conducted a great deal of research on the influence of human resource development and its implementation on employee performance. Some of them focus on the relationships between the variables and how they have an influence on one another both directly and indirectly. But there were also particular revelations relating to the two criteria. The relevance of the research section makes clear that no studies about the tourism businesses have been done in Ethiopia as of yet.

Okoye et al. (2013) claim to have looked at how productivity is affected by human resource development. They came to the conclusion that developing human resources is essential for all organizations, big or small. They investigate the elements involved in the development of human resources and assess how senior management views the profitability and productivity of the company. And some researchers, such as Mohammed Alqudah et al. (2014), who published a study titled "The Effect of Human Resources Management Practices on Employee Performance," discovered a strong relationship between the performance of employees and various aspects of human resource development, including hiring, selecting, and compensating employees.

As bluntly stated by (Tabouli et al., 2016), human resource development directly and favorably affects employee performance. In a similar vein, employee performance is positively and significantly correlated with compensation, performance reviews, and promotions. They concluded that pay and related benefits had a significant impact on employee performance. They also suggested that good performance appraisals may improve employee performance by utilizing human resource skills.

A clear link exists between the effectiveness and success of human resource development and the employee, according to (Behnam, 2014) findings. And he clearly implies that gauging profit is the only method to determine if human resource management is effective. Additionally, a contrary conclusion was reached by (Sorasak T & Hamid A, 2019), according to which human resource management practices have no direct correlation with the caliber of the services provided by employees or their performance. Nonetheless, has an indirect impact on the level of staff service. Their conclusion demonstrates that, in contrast to other mediating factors,

employee motivation plays a critical influence in employee service quality. The findings of (WaqasIlyas et al., 2016) reveal that the degree of the influence of human resource skills is not that great relevance, which is confirmed by all the mentioned data.

According to research (Saira, 2016), HRM practices including compensation, career planning, performance reviews, training, and employee engagement have a favorable impact on employees' success. In addition, it has been discovered that independent factors have a favorable relationship with improvements in employee performance. Even though the majority of researchers disputed the importance of HRM practices on employee performance, the findings of (Khurram, Sajid, & Muhammad, 2008) revealed a favorable correlation between compensation and promotion practices and employees' perceived performance, whereas performance evaluation practices were not significantly associated with perceived employee performance.

There is a substantial correlation between training and employee performance, which suggests that if training is successful in NTPC, staff performance will also improve (MEENAKSHI & SURBHI, 2015). Similar to the aforementioned conclusion, training procedures, evaluation of tanning techniques, and employee performance have a strong positive correlation with improved employee performance (Dereje, 2016). These measurements reflect the aforementioned finding. Accordingly, the result suggests that ETTE workers perceive training and development to be satisfactory; nonetheless, the researcher's observations suggest that certain adjustments in training techniques, evaluation, and policy and procedure should be implemented.

Employee performance, despite the fact that employee job satisfaction was not proven to have a significant Saud, Voon, and Kok (2019) found a strong positive relationship between HRM practices and mediation influence between HRM practices and employee performance. According to (MITIKU, 2017), training and development have a statistically significant relationship with worker performance. The study also comes to the conclusion that training and development improve employee performance. Numerous studies also look at the connection between pay and reward practices and how they affect workers.

There is a link between training and employee performance, according to researchers like Mitiku (Assefa, 2016) and others. Additionally, (Wendewosen, 2017) explores if on-the-job independent variable training affects employees' performance chosen at ETTE sites favorably.

Non-financial remuneration has a negligibly low association with employee productivity, according to HABTAMU's research from 2018. Although there is a definite correlation between final salary and employee productivity. The results of the researcher's regression analysis further demonstrate that monetary compensation has a considerable and positive impact on workers' productivity, whereas non-monetary compensation cooperates. (2017) MEKLIT It was also shown that there was a strong correlation between employee success and remuneration plans, as well as preparation for performances and success-related feedback.

2.7 Conceptual Framework of the Study

Conceptual framework is a research tool that is used to develop awareness and understanding of a situation under Critical Examination. The framework in this case therefore illustrates the picture of the problem to be addressed. In this sub topic the researcher tries to put the dependent and independent variable relationship that shows the causes and effect scenario. The researcher considers the human resource practice as independent variables. In other hand Employee performance were considered as dependent variables.

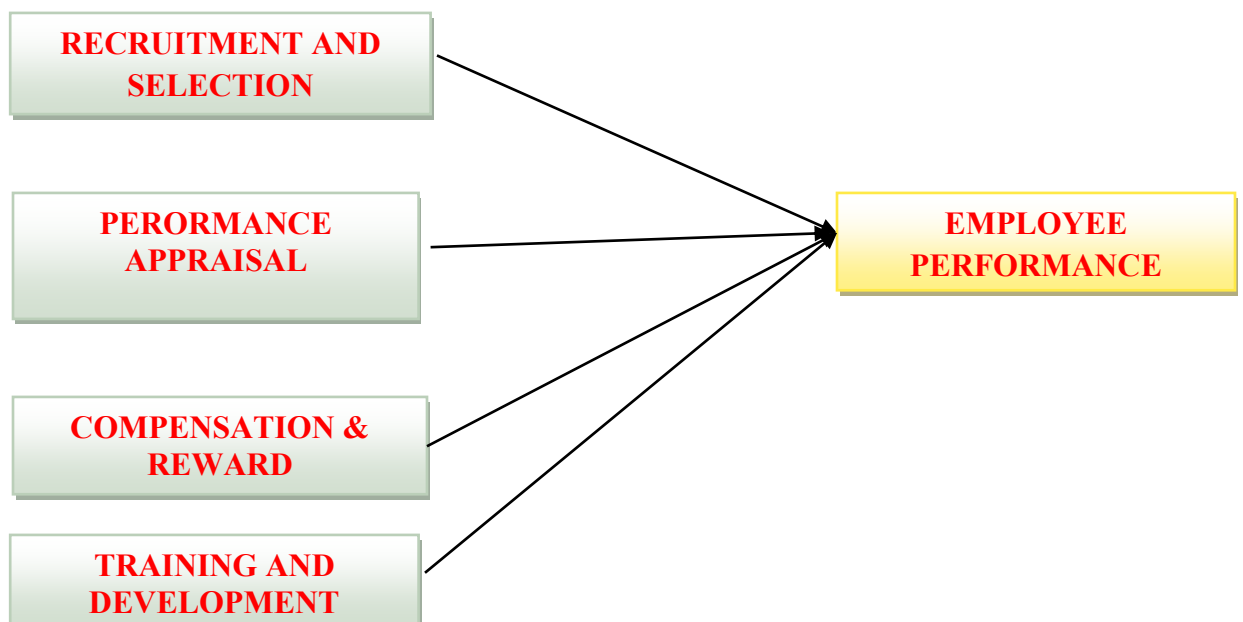


Figure 1: Conceptual Framework of the study

Source: Conceptual framework adapted and modified (Khan, et al, 2019)

2.8 Relationship of variables in the conceptual Framework

There are four independent variables; recruitment and selection, competency based performance Appraisal, compensation and Reward, Training and Development while the dependent variable is Employee Performance. When we come up to the conclusion the variation between the described variables are systematic. Any co variation between a cause and an effect there were result of a change on Employee performance. The independent variable which is Employee performance also measured through efficiency of the work, planning of the work, Creativity and innovation and Making Efforts.

2.9 Research Hypothesis

H1: There is a positive relationship between Recruitment and Selection on Employee Performance.

H2: There is a positive and significant relationship between CPA and Employee Performance.

H3: There is a positive and significant relationship between Compensation and Reward on Employee Performance.

H4: There is a positive and significant relationship between Training and Development on Employee Performance.

CHAPTER THEREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter provides a brief description on research design; population and sample of the study, sampling method (technique), types of data, method of data collection and data analysis procedure were undertaken. In the previous sections, the researcher tried to review key points related to Human Resource Capabilities and Employee Performance.

3.2 Research Design

The aim of the research is to assess and investigate the effects of HRM practice on employee performance in Ethiopian Tourism Trading Enterprise. To conduct such type of research, the researcher adopted both descriptive and explanatory research design. According to (Creswell, 2003) descriptive study design allows a researcher to gather information, summarize, present data and interpret it for the purpose of clarification. In other hand, explanatory researches are preferable to identify and explain the casual relationship among different variables. Because of this, the study's intended goal is to demonstrate how the enterprise's human resource management strategy and employee performance are related. As a result, the study uses a quantitative research approach.

3.3 Sampling Design

Sampling design is the process of bringing each respondent to the board to get data. It encompasses targeting population, determining sample size, and methods of pointing each respondent.

3.3.1 Target Population

According to (Kothari, 2004) the target population is the entire set of available objects for which the data obtained can be used to make conclusions and get relevant information were used in the research. The study targeted the employees of ETTE in Addis Ababa; who were 476 in number.

Efforts were made to get information from each department namely Human Resource and administration, Art & Craft Directorate, Finance Directorate, Supply & Sales Directorate, Marketing Directorate, Audit Directorate, Technique & Procurement Directorate, Information Technology Directorate. The study used a sample survey because there was a huge population.

3.3.2 Sampling sizes and sampling procedures

Sample size and sampling procedure described as follows:

3.3.2.1 Sample size

The target population of this research is ETTE Employee. Yamane's (1967) formula is used to calculate a sample size which could accurately represent the total 476 employees currently working in ETTE (based on human Resource manpower record of January, 2019) formula.

An easy formula for estimating sample size (Yamane, 1967)

(Where 'n' is the sample size, 'N' is the population size, and 'e' is the level of precision)

$$n = \frac{N}{1 + N(e^2)} = \frac{476}{1 + 476(0.05^2)} = \frac{476}{2.19} = 217$$

3.3.2.2 Sampling Procedure

Sampling is the process of choosing a sample from a population, according to Kothari (2004). To put it another way, sampling a subset of the population that is chosen is equivalent to sampling the complete population. Sampling approach to make it easier to generalize the results to the ETTE population as a whole, proportionate stratified random or probability samplings were employed to choose the samples that are representative of the diverse community. By dividing the diverse population into homogeneous groups, a simple random sample is then taken from each group or stratum.

Table 3.1: Shows the determination of the sample size from the target population of ETTE's office by using Yamane, (1967)

Management Target Groups (Strata)	ETTE's Staff Job level of employees sub-Groups	Sub totals for Target staff at ETTE	Target Population	Sample size (Yamane,1967)	% Sample proportion
Managerial	Directors	9	30	14	6.5%
	Team leaders	21			
Clerical	Senior Officers	36	231	105	48.2%
	Officers	76			
	Junior Officers	119			
Custodial	Security	72	215	98	45.3%
	Sanitary workers	143			
			<u>476</u>	<u>217</u>	<u>100%</u>

Source: Ethiopian Tourist Trading Enterprise HR Department (2019)

3.4 Data Collection Instrument

Primary data were collected by handing out objects or questionnaires to a sample population, allowing respondents to score the scale presented and providing sources for secondary research reports. Any tool a researcher uses to gather data is referred to as an instrument, and in this case, the instrument is a questionnaire. According to Amin (2005), a questionnaire is a professionally crafted tool that consists of a number of items to which respondents are supposed to reply, often in writing. Questionnaire is also appropriate because this study will focus on respondents' opinions, perceptions, and feelings, which cannot be directly witnessed. The study (Mugenda & Mugenda, 2003) employed a structured questionnaire containing all possible questions, allowing respondents to choose the best response that most accurately reflected their circumstances. According to (Mugenda & Mugenda, 2003), questionnaires offer a comparatively affordable method of gathering information. In order to allow respondents to gather quantitative data from the closed-ended sections and likert scale, the questionnaires contained both focused and free response items (Kothari, 2004). The likert scale was used to assess the degree of response in terms of strength and weakness on a scale of one to five. The researcher uses two basic survey methods. Instruments from different researchers with some modification to fit the study under investigation.

HR practices: HR practices adopted scale from Quresh et al. (2010) and Shahzad, et al. (2008). It is five-point Likert scale ranging from 1=strongly disagree to 5=strongly agree. It has 20 items in total. Cronbach's alpha value of the scale is .82.

Employee job performance: For measurement of this construct, the scale was adopted from Shahzad et al. (2011). It is five-point Likert scale ranging from 1=strongly disagree to 5=strongly agree. It has 20 items in total. Cronbach's alpha value of the scale is .74.

3.4.1 Pilot Testing of the Instrument

A pilot study refers to a trial administration of an instrument to detect defects. For instance, when a questionnaire is used as a data collection tool, it is important to ascertain if the subjects understand the questions and the direction (cooper & Schindler, 2006). On the other hand, there is disagreement over the size or make-up of the sample for the questionnaire's pre-testing (Mugenda & Mugenda, 2003). However, according to Cooper and Schilder (2011), when determining the number of respondents to be utilized for a pilot study, researchers should adopt the rule of thumb that 10% of the sample size should be employed. 22 respondents were then chosen for the pilot test.

3.4.2 Validity of the Instruments

The instruments' reliability is the extent to which it measures what it intended to measure. (Kothari, 2004) Said that instrument accuracy in producing anticipated data that might satisfy the study's goals was assessed by the instrument's validity. A sample from a comparable state-owned public organization was used in this study's pilot testing of the questionnaire in order to get input that will help the method for collecting data be improved. To further refine the instrument, the questions were made more pertinent and clear by submitting them to a research specialist who also reviewed the questionnaires' face and content validity.

3.4.3 Reliability of the Instruments

According to (Kothari, 2004) States that reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials through the degree. Among different types of reliability, Cronbach's Alpha (α) estimation were used measure the consistence of the instrument with the help of SPSS V21.

Table 3.2: Reliability Test Result

Variables	variables	Cronbach's Alpha	No. of items
Human Resource	Recruitment and selection Practice	0.84	5
Management Practice	Competency based Appraisal Practice	0.76	4
	Compensation and Reward Practice	0.72	6
	Training and Development Practice	0.90	3
Employee Performance		0.86	17

(Source: SPSS output from own survey data, 2022)

3.5 Data collection Procedures

The researcher made a letter for the approval to conduct the study at Ethiopian Tourism Trading Enterprise. The researcher were provide self-completion questionnaire to the selected respondents and collect the data through in person.

To summarize the data collection procedure of the study, Questionnaire were designed on a five-point Likert scales range from strongly disagree to strongly agree, was used to collect data from the employees working in different departments within the organization.

The questionnaire had two sections: one with information on HRM practices and employee performance, and the other with demographic data on respondents. Data were gathered for this investigation using proportional stratified simple random sampling.

3.6 Data Analysis Technique

The SPSS Version 21 statistical tool for social science was utilized for data analysis and result computation, which uses descriptive statistics. Additionally, tables will be used to arrange data for analysis. The quantitative data were additionally strengthened and enriched by the use of qualitative data. The data needed for comparison will be obtained using frequency and percentages. Likert scale values are determined by adding up respondents' data and applying a weighted average to gauge the level of reaction (on a scale of one to five).In other hand, to test the effects of the Independent variables (i.e. Human Resource Practice) on the Dependent

variable of Employee performance, multiple regression analysis was used. According to (Zikmund et al, 2009), Multiple regression analysis is an analysis of association in which the effect of two or more independent variable on a single, interval-scaled dependent variables are investigated simultaneously. In general, Multiple Regression Analysis is an extension of simple linear regression analysis allowing a metric dependent variable to be predicted by multiple independent variables (Zikmund et al, 2009).

According to (Zikmund, 2003) multiple regressions are a mathematical approach to stating the statistical linear relationship between two or more independent variables and one dependent Variable. Multiple linear regression models are given below: **MODEL:** $Y = B_0 + B_1(x_1) + B_2(x_2) + B_4(x_4) + \varepsilon_i$

Where = Employee Performance

b_1, b_2, b_3, b_4 ----- b_n are the coefficients

x_1, x_2, x_3, x_4 , ----- X_n are the corresponding independent variables: Recruitment & Selection, Performance Appraisal, Compensation and Reward, Training and Development Practice is the error term due to model specification or left variable from the model.

3.7 Ethical Consideration

As stated by (Creswell J, 2009) Confidentiality in the research is critical and important issue. According to his explanation respecting a participant's right to privacy and confidentiality is an important element of social science research. Honoring the rights and privacy requirements of study participants is crucial to creating an open atmosphere during data collection. To maintain confidentiality, alphanumeric codes are planned to replace the names of study participants for purposes of identification and Analysis. Therefore, ethics is an integral part of the research process to fulfill ethical requirements for the researcher to avoid unnecessary risk and also accord respect, privacy and justice to the respondents. The Letter of introduction to conduct research also obtained from St Mary University College. The researcher sought approval from Human Resource Manager of the respondents through a written memo to staff to ensure that all respondents participate in the study without fear of victimization.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

This study, as the researcher has previously said, aimed to investigate the connection between employee performance and human resource management practice in the Ethiopian tourism trading enterprise. As a result, this part provides a thorough analysis, summary, and presentation of the respondent's findings and comments. The researcher went into great detail regarding how employees felt about HRM practices, the connection between HRM practices and employee performance, and then used multiple linear regression analysis to determine how HRM practices affected employee performance. Using statistical software SPSS (Version 21), all of the gathered data were examined and presented.

4.1.1 Sample and Response Rate

The study had a population of 476 and a sample size of 217 respondents working for ETTE. Questionnaire was distributed among 217 targeted respondents to get the data required for conducting the analysis and 156 questionnaires were returned back and analyzed. The returned questioner is 71.8 percent of the sample which is enough to analyze the data according to (cooper & Schindler, 2006) findings.

4.2 Demographics of respondents

Table 4.1: Demographic Characteristics

Variables	Demographic variables	Frequency	Frequency percentage	Valid percentage
Gender of the respondents	Male	69	44.2	44.2
	Female	87	55.8	55.8
	Total	156	100	100
Age of the respondents	18-30	16	10.3	10.3
	31-40	42	26.9	26.9
	41-50	53	34.0	34.0
	51-60	45	28.8	28.8
	Total	156	100	100
Level of Education	Primary	11	7.1	7.1
	Secondary	49	31.4	31.4
	Diploma	59	37.8	37.8
	Degree & Above	37	23.7	23.7
	Total	156	100.0	100
Work Experience	0-5	12	7.7	7.7
	6-10	22	14.1	14.1
	11-15	24	15.4	15.4
	16-20	45	28.8	28.8
	Above 21	53	34.0	34.0
	Total	156	100	100
Job Category	Custodial	62	39.7	39.7
	Clerical	80	51.3	51.3
	Managerial	14	9.0	9.0
	Total	156	100	100

(Source: SPSS output from own survey data Analysis, 2022)

4.2.1 Gender Distribution

In order to determine the gender distribution in the organization, respondents were asked to indicate their gender by checking either male or female in the questionnaire.

The findings showed that female respondents were more than with Male are presentation of 55.8 percent (87 in number out of the 156), the remaining represent by Male they were 44.2 percent (69 in numbers out of 156).

4.2.2 Age of the Respondent

By asking respondents to tick the boxes next to their ages, the research also attempted to determine the respondents' age range. According to the results, 53 out of the 156 respondents, or 34.0 percent, were between the ages of 41 and 50, meaning that the majority of respondents were in this age group. By asking respondents to tick the boxes next to their ages, the research also attempted to determine the respondents' age range. The results indicated that 53 out of the 156 respondents, or 34.0%, were between the ages of 41 and 50, indicating that the majority of respondents in the Enterprise were older, 28.8 percent of the respondents were between the age of 51 and 60years old (in number 45 out of the total collected which is 156 respondents), which is the second most dominant age in the Enterprise, 26.9 percent of the respondent were between the age of 31 and 40, and slightly lower than the second most dominant age(in number 42 out of the total collected data). The last category is 10.3 percent of the respondent i.e. few in number (in number 16 out of the total respondents). I.e. Between the age of 18 and 30 years old.

4.2.3 Level of Education in the organization

It is very important for the study to determine the educational levels of the respondents as that could help to determine the level of understanding of the respondents about the different HRM practices to evaluate their respective effect on Employee performance. The table in the above showed that the respondents hold a wide range of educational qualifications from Diploma. Majority of the sample group were holding diploma which account for 37.8 percent, followed by above secondary which is 31.4 percent, degree 23.7 percent, primary 7

percent. This indicates that people of different educational qualifications are assumed to work in the Enterprise.

4.2.4 Total years of Experience in the Organization

The study determines the respondents' length of employment at Ethiopia Tourist Trading Enterprise. The results revealed that individuals with 0–5 years of experience were 12, while those with 6–10 years of experience were 22. Respondents with 11 to 15 years of experience were 24, those with 16 to 20 years were 45, and those with more than 21 years were 53.

According to the aforementioned data, the majority of the respondents had worked for ETTE for a considerable amount of time. So, 62.8% of all respondents have experience at the company for more than 16 years. This suggests that the majority of workers have more enterprise-related experience, which may have helped them get a thorough understanding of human resource management and how it may impact their performance inside the company.

4.3 Perception of HRM Practice and Employee performance

Table 4.2: Grand Mean of HRM Practice on Employee Performance

Descriptive Statistics					
	<i>N</i>	<i>Minimum</i>	<i>Maximum</i>	<i>M</i>	<i>SD</i>
RS - Average	156	1.00	5.00	3.1821	.67561
CPA- Average	156	1.75	5.00	3.5304	.62755
CR - Average	156	1.83	4.17	2.9306	.48562
TD - Average	156	1.67	4.67	3.1154	.61013
EP _ Average	156	2.35	4.00	2.9876	.29271
Valid N (list wise)	156				

(Source: SPSS output from own survey data, 2022)

NOTE: RS= Recruitment and selection Practice, PA= Performance Appraisal Practice, CR= Compensation and Reward Practice, TD Training and Development Practice, EP= Employee performance

Level of assessment of performance in this research adopted from (Hild & Anis, 2018). The mean value of (1-2.33) thus indicates low performance of HRM Practice level, mean value of (2.34-3.67) indicates medium or moderate performance of HRM Practice level and mean value of (3.68-5) indicates a high performance of HRM practices level

The analysis implies that Competency based performance Appraisal scored (3.53) better on average than from the others variables namely Recruitment and Selection (3.18), Training and Development (3.11), Employee Performance (2.98), and Compensation and Reward (2.93). In other hand, the consistency of the data is quietly different among the above variable. Practically, Employee Performance (0.29) had more consistent score than Compensation & Reward (0.48), Training and Development (0.61), Competency based Performance Appraisal (0.62) and Recruitment and Selection (0.67).

In general, table 4.2 shown performance of the four HRM practice (Recruitment and selection, Competency based Performance Appraisal, Compensation & Reward and Employee performance at ETTE. The mean response of practice ranged from 2.93 for Compensation & Reward to as high as 3.53 for Competency based Performance Appraisal.

4.4 The relationship between HRM practices on Employee Performance

The most significant aspect of research is determining the link between two or more variables. If a link between two variables is present, it may be found statistically by correlation. It is used to identify whether two or more variables are connected as well as the degree of the correlation between or among the variables (Paul & Leedeey, Practical Research, 2014). The correlation coefficients' values are within the range of 1 and -1. For example, a positive link between two variables is said to exist if the correlation coefficient is between 0 and 1; a negative association between two variables is said to exist if the correlation coefficient is between -1 and 0. When the correlation is exactly +1 and -1, such values are referred to be perfect positive and perfect negative, respectively. Their-value, which stands for the correlation coefficient.

The study would reveal any connections between employee performance and human resource practices. The results of the correlation study between employee performance and HRM practices are shown in the table below. The questionnaires on those topics were given to

workers of the Ethiopia Tourist Trading Enterprise, and they were asked about them as well as HRM practices.

The degree of relationship between the independent variables employee involvement, competency-based performance appraisal, training and development and the dependent variable employee performance was determined using the Pearson correlation test, as shown in table 4.3.

Table 4.3 Employee performance and HRM practices are correlated with one another

		RS	CPA	CR	TD	EP
RS	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	156				
CPA	Pearson Correlation	.092	1			
	Sig. (2-tailed)	.256				
	N	156	156			
CR	Pearson Correlation	.086	.191*	1		
	Sig. (2-tailed)	.286	.017			
	N	156	156	156		
TD	Pearson Correlation	.041	.200*	.216**	1	
	Sig. (2-tailed)	.613	.012	.007		
	N	156	156	156	156	
EP	Pearson Correlation	.053	.264**	.315**	.575**	1
	Sig. (2-tailed)	.514	.001	.000	.000	
	N	156	156	156	156	156

** . The correlation is significant at the 2-tailed level of 0.01*. At the 0.05 level (2-tailed), correlation is significant.

NOTE: *RS= Recruitment and selection Practice, CPA= Competency based Appraisal Practice, CR= Compensation and Reward Practice, TD Training and Development Practice, EP= Employee performance*

Training and development, compensation and reward, and competency-based performance appraisal are among the independent variables in the table that have significant and positive relationships with the dependent variable (employee performance), with correlation coefficients of 0.575, 0.315, and 0.264, respectively. Conversely, although there is a little positive association between employee performance and recruitment and selection (0.053 in the case of ETTE), it is not significant. This suggests that as one of the variables rises, the other tends to rise as well, and vice versa. With a greatest correlation coefficient of $r = (0.575, 0.315, \text{ and } 0.264, \text{ respectively, with a P value less than } 0.01,)$ the independent factors are connected with employee performance. Weak correlation is indicated by a correlation coefficient near to 0, and either a positive or negative value between (0.4 and 0.5) suggests moderate correlation and (above 0.5) indicates a strong correlation (Paul & Leedy, 2014).

4.5 Effect of HRM practices on employee performance

4.5.1 Assumption of regression analysis

To validate that the generated data accurately reflected the sample and that the researcher had the best findings, it is important to meet the assumptions of the regression analysis (Hair et al., 2014). Regression analysis in this work employed the following three presumptions: Multicollinearity, normality, and autocorrelation (Hair et al., 2014). Each premise is described in the paragraphs that follow. Multicollinearity Diagnostics:

4.5.1.1 Multicollinearity Diagnostics:

Multicollinearity is defined as the correlation between three or more independent variables, as shown when one is regressed against the others, according to (Hairetal, 2014).

With the use of the Variance Inflation Factor (VIF), Tolerance test for each independent variable, the findings of Multicollinearity demonstrate that there are no significant correlations between the independent variables.

Table 4.4: Results of Multicollinearity

Variables	Tolerance	(VIF)
Recruitment and Selection	0.976	1.024
Competency based Performance Appraisal	0.855	1.170
Compensation and Reward Management	0.873	1.145
Training and Development	0.918	1.090

(Source: SPSS output from own survey data, 2022)

The Multicollinearity in this study was checked using the Tolerance and VIF value. As it is showed in the Table 4.5 all independent variables (Recruitment and Selection, Competency based performance appraisal, Compensation and Reward Management and Training and Development) have a VIF score under 10, a Tolerance score over 0.2, and both. Therefore, the data's Multicollinearity check result was positive for further regression analysis.

4.5.1.2 Normality Test

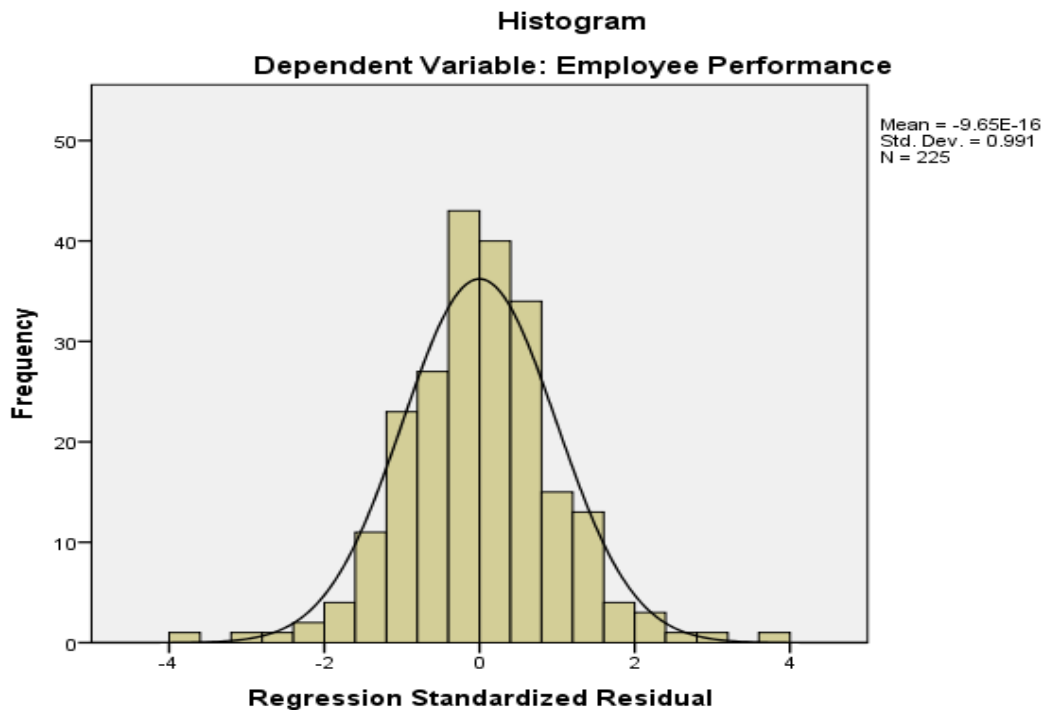


Figure 2 Histogram for testing normality
(Source spss own survey data 2022)

The graphs above shows the histogram that is a plot of how often possible values occurred. It's one way to see if there is anything really strange in your data - any extreme values, or all the scores piled up on one side. Paramount, normality through histogram – the study used a histogram plot indicating normality of residuals. It produced a bell-shaped curve that shows the normal distribution of the series. In this study, the figure above shows a bell-shaped distribution of the residuals. The figure shows that X-axis shows the residuals, whereas Y-axis represents the density of the data set. As a consequence, this histogram plot confirms the normality test results from the two tests in this study.

4.5.1.3 Linearity Test

The other assumption for a multiple regressions is that variables must have normal distributions. In a p-p plot, it is possible to compare the cumulative probability of the empirical data with an ideal test distribution. The dot should be along the line this indicates that the data approximately normally distributed. The following graph shows that the data's are approximately normally distributed. Thus we can say the assumption of normality is fulfilled.

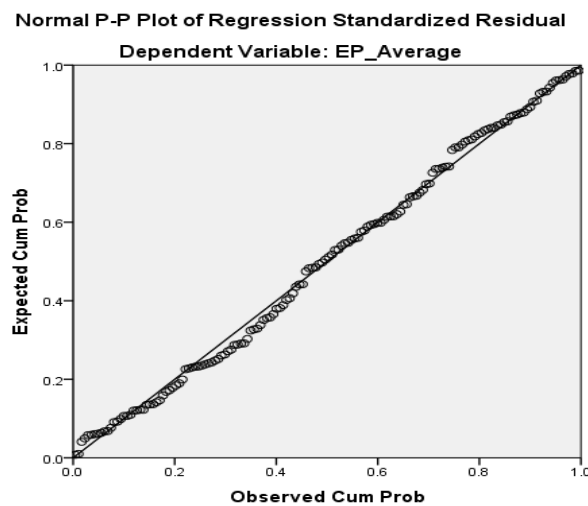


Figure 3 Normality test

(Source: SPSS output from own survey data, 2022)

4.5.1.4 Autocorrelation Test

Table 4.5: Results of Autocorrelation test

Model	Model Summary ^b Durbin Watson
1	1.654

a. Predictor: (Constant), TD, RS, CR, CPA

b. Dependent variables: EP

(Source: SPSS output from own survey data, 2021)

The Durbin Watson statistic tests for autocorrelation in the residuals from a statistical regression analysis. The Durbin-Watson statistic is always between 0 and 4. A value of 2 indicates that there is no autocorrelation in the sample. Values approaching 0 indicate positive autocorrelation and values toward 4 indicate negative autocorrelation. And As a rule of thumb the acceptable value 1.5 & 2.5 the autocorrelation is very normal (Kenton, 2019). Since the results of this test in this study are 1.654 the model is fit to a linear regression model.

4.6 Regression Analysis between HRM practice on Employee performance

According to (Zikmund et al, 2009), Multiple regression analysis is an analysis of association in which the effect of two or more independent variable on a single, interval-scaled dependent variables are investigated simultaneously. In general,

A basic regression analysis extension known as multiple regression analysis enables the prediction of a single dependent variable by a number of independent variables (Zikmund et al., 2009).

Multiple regressions are a mathematical method for expressing the statistical linear connection between two or more independent variables and one dependent variable, according to Zikmund (2003). The following list of several linear regression models:

Table 4.6: Regression Model summary

<i>Model</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of the Estimate</i>
1	.923 ^a	.889	.855	.21874

a. Predictor: (Constant), TD, RS, CR, CPA

b. Dependent variables: EP

(Source: SPSS output from own survey data, 2022)

According to the Table 4.6 it is known that the R-Square value = 0.923. However, for the number of independent variables which more than two, it would be better to use an Adjusted R square, which is 0.889 (always smaller than the R square). This shows that 88.9% of the variance in employee performance was influenced by the human resource management practices while the last remaining of 10.1 percent of the variation was influenced by the other factors outside of this research model.

Thus an overall measure of the strength of association; the model expressed by the independent variable 89.9 percent. According to (Chin, 1998), R square attained values of .19, .33 and .67 may interpreted as a weak, moderate and substantial effect in a structural model. In this study the value .899 considered as a moderate value and we can say that Human Resource Management Practice has a substantial effect on employee performance.

Finally, Adjusted R-square show 85.5 percent expressed by independent variables. But the P value and positive coefficient also implies that Human Resource Management Practice have a positive and significant influence on Employee Performance.

Table 4.7 Regression Analysis ANOVA

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	6.103	5	1.221	11.510	.000 ^b
	Residual	7.177	150	.048		
	Total	13.280	155			

In Table 4.7's ANOVA statistics, it was determined that the regression model had a significance level of 0.000, indicating that the data was suitable for drawing conclusions about the population parameters since the value of significance (p-value) was less than 0.05 or 5%. The estimated value was higher than the critical value ($11.510 > 2.274$), indicating that employee performance is affected by recruitment and selection, competency-based

performance evaluation, compensation and reward management, and training and development. The linearity of the independent and dependent variables is also demonstrated. The model was significant since the significance value was less than 0.05.

Table 4.8 Regression Coefficients

<i>Model</i>	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
(Constant)	1.428	.173		8.267	.000
RS _ Average	.532	.026	.058	.958	.002
1 CPA _ Average	.062	.036	.055	.846	.005
CR _ Average	.635	.039	.109	1.693	.000
TD _ Average	.743	.030	.488	7.782	.000

(Source: SPSS output from own survey data, 2022)

Finally, from the data in table 4.8, the study established the fitted regression equation:

$$MODEL = 1.428 + 0.532(RS) + 0.062(CPA) + 0.635 + 0.743(+0.21874)$$

Where

EP Employee Performance

RS - Recruitment and Selection

CPA- Competency based Performance Appraisal,

CR- Compensation and Reward and

TD-Tanning and Development

RS, CPA, CR, TD . . . are the corresponding independent variables: Recruitment and Selection, Competency based Performance Appraisal, Compensation and Reward and Developing and tanning. Is the erroneous term resulting from the model's left variable or model specification?

The link between the independent and dependent variables is shown in the table in the aforementioned regression analysis model. All independent variables are positive and have a significant value of $P=0.000$, which is less than 0.05, according to the model coefficient table. The factors of recruitment and selection, competency-based performance evaluation, pay and reward, and training and development in this scenario all had a substantial impact on employee performance in ETTE.

The beta coefficient result also indicates that recruitment and selection have $\beta = .532$, which suggests that an increase of one unit in recruitment and selection would result in an increase of 53.2% in employee performance. Performance evaluation based on competencies has $\beta = .062$. This implies that a one unit of Competency Based performance appraisal increase will leads to increase in employee performance by 6.2 percent. Compensation and Reward has $\beta = 0.635$, this means that a one unit of Compensation and Reward increased will leads to an increased in Employee Performance by 63.5 percent. Training and Development has $\beta = .743$, this implies that a one unit of Training and Development increase will leads to increase in employee performance by 74.3 percent.

4.9 Discussion

When examining the outcome, it is clear that, among other predictor factors, training and development, remuneration, and rewards have a significant impact on employee performance in the Ethiopian tourism trading enterprise.

The association between HRM procedures and employee performance is experimentally assessed in the current study. Based on the Cronbach alpha, internal validity, and external validity, all of the measuring scales employed in the study have been determined to be valid and reliable. Once the expected relationships between the various components had been established, the proposed model was examined using SPSS to determine its applicability to the data that had been gathered. According to the goodness of fit statistics, the suggested model is evaluated and determined to have a good match with the data.

Finding a connection between HRM practices and employee performance is the main goal of this study. The primary objective of this study is to find the linkage between HRM practice and employee performance. The results of this study are consistent with those of

other studies that found that human resource management practices have a favorable and substantial impact on employee performance (Okoye et al., 2013; Mohammed Al-Qudah et al., 2014; Tabouli et al., 2016). These two factors have a positive correlation since ETTE's HRM Practice encourages workers to seek out personal development opportunities.

In contrast Sorasak T & Hamid A, (2019) arrived to a different conclusion and their findings demonstrated that human resource management practices had an indirect impact on employee performance through employee satisfaction rather than a direct association with employee performance. In their findings, (WaqasIlyas et al., 2016) found that the human resource management technique in the case of Sulut Bank in Many research findings were similar with the current study respect to Training and Development. To mention some of the researchers, (Meenakshi&Surbhi, 2015; Derje, 2016, and Wondewsen 2017) are a few of them. This Result also contradicts with (Gamage 2014 and Sang 2005) result respect to the significance level of Recruitment and Selection with Employee Performance. This contradiction must investigate and explored with different researchers.

CHAPTER FIVE

SUMMARY OF THE MAJORY FINDINGS CONCLUSION AND RECOMMENDATION

5.1 Introduction

The purpose of this study was to clarify how HRM practices affected employee performance in an Ethiopian tourism trading enterprise. In light of the findings in chapter four, this chapter provides a summary, conclusions, recommendations, and ideas for additional research.

5.2 Summary of major findings

The investigation of the relationship between HRM practices and employee performance was the study's main objective. Therefore, based on the study's findings, the primary conclusions are summarized as follows.

Regarding the first research goal, which was to evaluate the state of the enterprise's use of human resource management (HRM), the findings of this investigation showed that:

The Recruitment & Selection, Competency-based Performance Appraisal, Compensation & Reward, and Training & Development practices' Mean and Standard deviation were regarded as moderate. This shows that the organization only modestly performs these essential HRM activities, which calls for improvement.

The assessment of employee perception on their performance also showed that moderate rate of mean but more consistent with respect to other variables. This also means that the performance level of the employees is Moderate and need improvement. To be specific,

1. ETTE's Recruitment and Selection Practice is considered as a Moderate Practice or performance with the mean value= 3.18 and $SD=.675$
2. ETTE's Competency Based Performance Appraisal Practice is considered as a moderate practice or Performance with the mean value =3.53 and $SD=.627$

3. ETTE's Compensation And Reward Practice is considered as a moderate practice or Performance with the mean value = 2.93 and $SD=.485$
4. ETTE's Training and Development Practice is considered as a moderate practice or Performance with the mean value = 3.11 and $SD=.610$
5. ETTE's Employee performance is considered as a moderate practice or Performance with the mean value = 2.98 and $SD=.292$

The Second objective of this study was to examine the relationship between HRM practices (Recruitment & Selection, and Competency based performance Appraisal, Compensation & Reward, and Training & Development) and Employee Performance:-

According to the correlation analysis, there is a strong association between the independent factors and employee performance. In addition, competency-based performance evaluation, compensation and reward, and training and development have a strong link with employee performance at $p\text{-value}=0.000$. The link between Employee Performance and Recruitment & Selection, however, is minimal. Employee performance and training and development are correlated with each other most strongly, compensation and reward are correlated with employee performance second-highest, and competency-based performance appraisal is correlated with employee performance third-highest. Last but not least, the lowest correlation exists between the independent variable and the dependent variable for recruitment and selection. Other than recruitment and selection, we may infer from this study's findings that HRM practices generally have a favorable and significant impact on employees' performance. However the regression Analysis showed all independent variable has a positive and significant effect on employee performance. And Compensation and Reward and Training and development have a great effect on employee performance in the case of ETTE.

The third objective of this study was to evaluate the extent to which HRM practices influence perceived employee performance

The summary regression model result shows that the independent variables or predictors (recruitment & selection, competency-based performance appraisal, compensation &

reward, and training & development) account for 85.5 percent of the variation in employee performance.

The results of the correlation analysis demonstrated a substantial and positive link between all independent factors and employee performance with a p-value of 0.000.

2.3 Conclusion of the study

Based on the findings of the study, the following main conclusions are drawn. The aim of the study is to explore the effects of HRM Practice on employee performance improvement at ETTE. The results of this study suggest that some of the four predictor variables (Compensation and Reward and Training and Development) are more important factors than other factors that ETTE needs to focus on to keep employee performance improved.

Human resource management practices are very relevant in both business oriented and non business oriented industries the role in modernizing the HRM program and practices will improve the effectiveness of the employees as well as the organization. In this research the researcher examined four independent variables, (Recruitment and Selection, Competency Based Performance Appraisal, Compensation & Reward, as well as Training and Development) and their effect on independent variable i.e. Employee performance.

In other words, it shows the strong existence of human resource management practice and employee performance in the organization. HRM Practices have positive relationship with employee performance. Regarding the effect of HRM Practice on employee performance compensation and Reward as well as Training and development have strong effect the employee performance in ETTE.

In Conclusion, the major findings of this research shows that Compensation and Reward and training and development are considered to be important factor for employee performance improvement at ETTE.

5.4 Recommendations

According to the summary regression model results, 85.5 percent of the variation in employee performance can be attributed to the independent variables or predictors (recruitment & selection, competency-based performance appraisal, remuneration & reward, and training & development).

- The results of the correlation study demonstrated that all independent factors and employee performance had a strong and positive link, with a p-value of 0.000. The study's findings may also be used to influence decisions on the implementation of a system to raise management awareness and employee involvement as well as the planning process for HRM-related issues. The management can also use the findings of the normative HRM practices used in ETTE to plan for the appropriate HRM procedures for ETTE. The suggestions listed below can help you adopt HRM practices more successfully and raise employee performance.
- The enterprise must rethink the current approach to hiring staff in different positions. Administrator should do a (proper job review, participating employees, implement correct work related appraisal, compensation package as well train the employee effectively) and they have also the role of evaluation to fill the gap. HR is considered to be an organization's greatest resource. Successful recruiting and selection attract people of the right quality and quantity.
- The Aggregate mean value of HRM Practice is of 3.11 this implies the enterprise need improvements and should continue improving recruitments and Selection, Competency based performance Appraisal, Compensation and Reward and Training and Development Practice level for employees in order to utilize their performance and the practice may also increase their job satisfaction and productivity.
- The HR department and every manager should engage in any work process in the enterprise. The HR department and any supervisor must collect Feedback from employees after they finished recruitments and selection process. In addition to

- This involving the employee in any of the work also a fundamental element for work efficiency and performance. Other major arrangements such as educating and training employee with respect to their performance is needed to improve employee performance, these practice may help the advancement of Tourism Sector.
- HRM practice in the enterprise was found that a positive effect on Employee performance, the management of the enterprise should increase level of investment in developing their human resource assets so as to improve their performance.
- Companies can make use of knowledge for all its employees to attain high employee involvement, inspire them and also give them the ability to make outstanding contributions.

5.5 Limitation of the Study

While future study can be expanded to other sectors to provide outcomes, the current research was restricted to the tourism and trading sectors. Another barrier to finishing the thesis was the employees' commitment to completing the surveys thoroughly and returning them to the researcher when they were distributed and collected. The Ethiopian Tourism Trading Enterprise was the site of this study, in which the respondents' involvement was entirely voluntary. These considerations restrict the scope for extrapolating the study's findings in a broad sense. The study's findings are solely applicable to employees of the specified organization.

Several factors can influence how a person's prediction of other people's task completion times may vary under different external time limits. First, external time limits can reveal relevant information.

The time limit itself may be a reliable indicator of the size of the task when knowledgeable people utilize their expertise to create a realistic time restriction, taking into account the

amount of work that has to be done. The time restriction, for instance, may indicate the maximum amount of time that the activity is permitted to take or it might represent the limit-setters' understanding of how long the task generally takes. External time constraints may consequently in some contexts have a normative effect on people's estimates of how long tasks will take to complete.

5.6 Implications for other studies

For researchers, academics, and practitioners, the study's conclusions have a wide range of theoretical and practical implications. It provides deeper insights to HR Managers, public sector enterprise specialists, and other businesses on how these independent variables interact with employee performance. These results will make it easier to develop effective HRM plans to raise staff productivity.

The HRM practices and employee performance of all the stakeholders (such as the Ministry of Culture and Tourism, Tourism Ethiopia, tour and travel operators, duty free operators, hotels, and so on) must be examined in order to provide a complete picture regarding HRM practices and Employee performance. This study is limited to one enterprise, Ethiopian Tourism Trading, and only the employees of the firm are included in the study.

References

- Armstrong, M. (2009). Armstrong's handbook of human resource management practice. 11th ed., India: Replika Press Pvt Ltd
- Ahmad, N., Iqbal, N., Mir, M. S., Haider, Z., & Hamad, N. (2014). Impact of training and Development on the employee performance: a case study from different banking sectors of north Punjab. Nigerian Chapter of Arabian Journal of Business and Management Review, 62(1882), 1-6.
- Ahmad, S., & Shahzad, K. (2011). HRM and employee performance: A case of university Teachers of Azad Jammu and Kashmir (AJK) in Pakistan. African journal of business Management, 5(13), 5249.
- Al-Qudah, H. M. A., Osman, A., & Al-Qudah, H. E. M. (2014). The effect of human Resources Management practices on employee performance. International Journal of Scientific & Technology Research, 3(9), 129-134.
- Amin, M. E. (2005). Social science research: Conception, methodology and analysis Makerere University.
- Armstrong, M. (2006). A handbook of human resource management practice. Kogan Page Publishers.
- Assefa, Gidey (2016) the Effect of Training and Development on Employees Performance: The Case of Commercial Bank of Ethiopia
- Baker, G. P., & Wruck, K. H. (1989). Organizational changes and value creation in Leveraged Buyouts: The case of the OM Scott & Sons Company. Journal of Financial Economics, 25(2), 163-190.
- Balu, P. (1964). Exchange and power in social life.
- Best, J. W., & Kahn, J. V. (2007). Research in Education (9th ad.).
- Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job Satisfaction, Employee commitment and employee productivity. International review of business Research papers, 3(2), 54-68.

- Bloom, M., & Michel, J. G. (2002). The relationships among organizational context pay Dispersion, and among managerial turnover. *Academy of Management Journal*, 45(1),33-42.
- Bratton, J., & Gold, J. (2017). *Human resource management: theory and practice*. Palgrave.
- Brown, M., & Benson, J. (2003). Rated to exhaustion? Reactions to performance appraisal Processes. *Industrial Relations Journal*, 34(1), 67-81.
- Brown, M., & Heywood, J. S. (2005). Performance appraisal systems: determinants and Change. *British journal of industrial relations*, 43(4), 659-679.
- Brown, S. P. (1996). A meta-analysis and review of organizational research on job Involvement. *Psychological bulletin*, 120(2), 235.
- Caruth, D. L., & Handlogten, G. D. (2001). *Managing compensation (and understanding it too): a Handbook for the perplexed*. Greenwood Publishing Group.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern Methods for business research*, 295(2), 295-336.
- Conway, N., & Briner, R. B. (2005). *Understanding psychological contracts at work: A Critical Evaluation of theory and research*. Oxford University Press.
- Cooper, D. R., & Schindler, P. S. (2006). *Business Research Methods 9th edition*, USA: McGraw-Hill.
- Cooper, D. R., & Schindler, P. S. (2011). *Qualitative research. Business research methods*, 4(1), 160-182.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and Mixed Methods approaches*. Sage publications.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed Methods approaches*. Sage publications.
- Debrah, Y. A., & Ofori, G. (2006). Human resource development of professionals in an Emerging Economy: The case of the Tanzanian construction industry. *The International Journal of Human Resource Management*, 17(3), 440-463.

Dereje, Mengistu. (2016). the effect of Training and Development on Employee Performance Improvement the case of CBE

Diefendorff, J. M., Brown, D. J., Kamin, A. M., & Lord, R. G. (2002). Examining the roles of Job Involvement and work centrality in predicting organizational citizenship behaviors And job performance. *Journal of organizational behavior*, 23(1), 93-108.

Enterprise. (2019).Company Profile. Addis Ababa Ethiopia: Ethiopia Tourist Trading Enterprise.

Frye, M. B. (2004). Equity-based compensation for employees: firm performance and Determinants. *Journal of Financial Research*, 27(1), 31-54.

Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SMEs in Japan: An Analysis of the link with business performance. *Ruhuna Journal of Management and Finance*, 1(1), 37-52.

Grote, R. C. (2002). The performance appraisal question and answer book: A survival guide for Managers. AMACOM/American Management Association.

Guest, D. (2002). Human resource management, corporate performance and employee Wellbeing: Building the worker into HRM. *The journal of industrial relations*, 44(3), 335-358.

Guest, D. E. (1997). Human resource management and performance: a review and research Agenda. *International journal of human resource management*, 8(3), 263-276.

Guest, D. E. (1999).Human resource management-the workers' verdict.Human resource Management journal, 9(3), 5-25.

Guest, D. E. (2011). Human resource management and performance: still searching for some Answers. *Human resource management journal*, 21(1), 3-13.

Guest, D., Michie, J., Sheehan, M., & Conway, N. (2000). *Employment Relations, HRM and Business Performance: An analysis of the 1998 workplace employee relations survey*. London: Institute of Personnel and Development.

Hamid, M., Maheen, S., Cheem, A. & Yaseen, R. (2017). Impact of human resource management on organizational performance. *Journal of Accounting & Marketing*, 6:1

Habtmu (2018). Effect of compensation on employee productivity in the case of kaliti foods Manufacturing factor, Addis Ababa

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate data analysis: Pearson new international edition*. Essex: Pearson Education Limited.

Hamidi, Y., Najafi, L., Vatankhah, S., Mahmoudvand, R., Behzadpur, A., & Najafi, A. (2011). The Effect of performance appraisal results on the personnel motivation and job promotion. *Australian Journal of Basic and Applied Sciences*, 4(9), 4178-4183.

Hassan, S., & Mahmood, B. (2016). Relationship between HRM practices and organizational Commitment of employees: An empirical study of textile sector in Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6(1), 23-28.

Hugh, S. (2003). *Implementing Best Practices in human resource management*. CCH Canadian Limited, 231.

Jamil, B., & Raja, N. S. (2011). Impact of Compensation. Performance Evaluation and Promotion Practices on Government Employees Performance VS Private Employees. *Interdisciplinary Journal of Contemporary Research In Business*, 3(8), 907-913.

Judeh, M. (2011). An examination of the effect of employee involvement on teamwork Effectiveness: An empirical study. *International Journal of Business and Management*, 6(9), 202-209.

Kapoor, S., & Meachem, A. (2012). Employee Engagement-A Bond between Employee and Organization. *Amity Global Business Review*, 7.

Kenton, W. (2019, 08 18). Durbin Watson Statistic Definition. Retrieved 1 22, 2020, from Investopedia: <https://www.investopedia.com/terms/d/durbin-watson-statistic.asp>

Khan, M. A., MdYusoff, R., Hussain, A., & Binti Ismail, F. (2019). The Mediating Effect of Job Satisfaction on the Relationship of HR Practices and Employee Job Performance: Empirical Evidence from Higher Education Sector. *International Journal of Organizational Leadership*, 8, 78-94

Khurshid, M. K., Shaheer, H., Nazir, N., Waqas, M., & Kashif, M. (2016). Impact of corporate Social responsibility on financial performance: The role of intellectual capital. *City university research journal*, 247-263.

Kothari, C. R. (2004). *Research Methodology: Methods and Techniques* New Age International (P) Limited Publishers. New Delhi. Leedy, P. D., & Ormrod, J. E. (2005). *Practical research*. Pearson Custom. Leonard, J. S. (1990). Executive pay and firm performance. *ILR Review*, 43(3), 13-S.

Lomber, S. G., Malhotra, S., & Hall, A. J. (2007). Functional specialization in non-primary Auditory cortex of the cat: areal and laminar contributions to sound localization. *Hearing research*, 229(1-2), 31-45.

Mahapatro.(2010). Human Resource Management, P.G. Department of Business Management. Fakir Mohan University, VyasaViharBalasore, Orissa,India.: New Age International publisher.

Mathis, R. L., & Jackson, J. H. (2011). Human resource management: Essential perspectives. Cengage Learning.

Meklit (2017). The effect of performance management system on employee performance; the case of justice for all person fellowship Ethiopia (JFA-PFE)

Mira, M., Choong, Y., &Thim, C. (2019). The effect of HRM practices and employees' job Satisfaction on employee performance. *Management Science Letters*, 9(6), 771-786.

Mitiku, (2019). The effect of training and development on employees' performance at ministry of Public service and human resource development

Mohammed Alqudah, et al. (2014). The Effect of Human Resources Management Practices On Employee Performance. *International Journal of Scientific &Technology*.

Mohapatra, P. K. (2010). Textbook of environmental biotechnology. IK International Pvt Ltd.

Mugenda, O. M., &Mugenda, A. G. (1999). Research methods: Quantitative and qualitative Approaches. Acts press.

Mugenda, O., & Mugenda, A. G. (2003). Research methods: Quantitative and Qualitative Methods. Revised in Nairobi.

Neyestani, B. (2014). Human Resource Development in Construction Industry.

Noel A. (2011). Fundamentals of human resource management 4TH Edition. New York: McGraw- Hill/Irwin Publisher.

Obeidat, B. Y. (2012). The relationship between human resource information systems (HRIS) Functions and human resource management (HRM) functionalities. Journal of Management Research, 4(4), 192-211

Odero, J. A., & Makori, M. E. (2018). Employee Involvement and Employee Performance: The Case of Part time Lecturers in Public Universities in Kenya. International Journal of Management and Commerce Innovations, 5(2), 1169-1178.

Ojo, A. O., Akinbode, O. A., & Adediran, J. A. (2011). Comparative study of different organic Manures and NPK fertilizer for improvement of soil chemical properties and dry matter Yield of maize in two different soils.

Okoye, P. V. C., & Ezejiofor, R. A. (2013). The effect of human resources development on Organizational productivity. International Journal of Academic Research in Business And Social Sciences, 3(10), 250.

Opatha, H. (2010). Human resource management. Colombo: Author published.

Price, A. (2007). Human resource management in a business context. Cengage Learning EMEA.

Purcell, J. (2003). Understanding the people and performance link: Unlocking the black box. CIPD Publishing.

Rana, M. H., & Malik, M. S. (2017). Impact of human resource (HR) practices on organizational

Performance. International Journal of Islamic and Middle Eastern Finance and Management.

Quresh, T. M., Akbar, A., Khan, M. A., Sheikh, R. A., & Hijazi, S. T. (2010). Do human resource management practices have an impact on financial performance of banks?. African Journal of Business Management, 4(7), 1281-1288.

Rath, T., Conchie, B., & Press, G. (2008). Strengths based leadership: Great leaders, teams, and why people follow. Simon and Schuster.

Rehman, R. R., & Waheed, A. (2012). Work-Family Conflict and Organizational Commitment: Study of Faculty Members in Pakistani Universities. Pakistan Journal of Social & Clinical Psychology, 9(2).

Sang, C. (2005). Relationship between human resource management practices and perception of Organizational Taiwan performance, roles of management style, social capital, and culture: comparison between manufacturing firms in Cambodia and Taiwan. National Cheng Kung University.

Sardar, S., Rehman, A., Yousaf, U., & Aijaz, A. (2011). Impact of HR practices on employee Engagement in banking sector of Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 2(9), 378-389.

Shahzad, K., Bashir, S., & Ramay, M. I. (2008). Impact of HR practices on perceived performance Of university teachers in Pakistan. *International review of business research papers*, 4(2), 302-315.

Sharma, M., & Mittal, s. effectiveness of Training on employee performance; as study of national Thermal Power Corporation.

Shore, L. M., & Wayne, S. J. (1993). Commitment and employee behavior: Comparison of Affective commitment and continuance commitment with perceived organizational support. *Journal of applied psychology*, 78(5), 774.

Sundi, K. (2013). Effect of transformational leadership and transactional leadership on employee Performance of Konawe Education Department at Southeast Sulawesi Province. *International Journal of Business and Management Invention*, 2(12), 50-58.

Syed, Z. J. W., & Jamal, W. (2012). Universalistic perspective of HRM and organizational Performance: meta-analytical study. *International Bulletin of Business Administration*, 13(4), 45-57.

Tabouli, E. M., Habtoor, N. A., & Nashief, M. (2016). The impact of human resources Management on employee performance: organizational commitment mediator variable. *Asian Social Science*, 12(9), 176.

Thompson, M. (2005). High-performance workplaces: Learning from aerospace. Adding value Through information and consultation, 69-88.

Torrington, D. (2009). Fundamentals of human resource management: managing people at work. Pearson Education.

Wagner III, J. A. (1994). Participation's effects on performance and satisfaction: A Reconsideration Of research evidence. *Academy of management Review*, 19(2), 312-330.

Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human resource management review*, 20(2), 115-131.

Weil, A., & Woodall, J. (2005). HRD in France: the corporate perspective. *Journal of European Industrial Training*.

Wendewosen (2017.)The Effect of On-The-Job Training on Employee Performance in Selected Private Commercial Banks in Ethiopia

West, M. A., Borrill, C., Dawson, J., Scully, J., Carter, M., Anelay, S., & Waring, J. (2002). The Link between the management of employees and patient mortality in acute hospitals. *International Journal of Human Resource Management*, 13(8), 1299-1310.

Yahaya, A., Yahaya, N., Arshad, K., Ismail, J., Jaalam, S., & Zakariya, Z. (2009). Occupational Stress and its effects towards the organization management. *Journal of Social Sciences*, 5(4), 390-397.

Zia urRehman, M., Khan, M. R., & Ali Lashari, J. (2010). Effect of Job Rewards on Job Satisfaction, Moderating Role of Age Differences: Emperical Evidence from Pakistan. *African Journal of Business Management*, 4(6), 1131-1139.

Zikmund, W. (2003). *Business Research Methods*. 7th Edition,. Open Access Library.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). *Business Research Methods*, Eight Editions. Canada, South Western Ce

APPENDIX

QUESTIONNAIRE

Dear Respondent,

I am Nuredin Ahmed, a master of business administration student at the St. Mary's University school of graduate studies. I am carrying out a study on the **“THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICE ON EMPLOYEE PERFORMANCE”** under the guidance of Dr. Aderaw Gashaye of St Marry University college. This is requiring as part of the fulfillment of requirements for the award of masters of business administration (MBA).

To that end, I request you to kindly respond to a few questions on this questionnaire as sincere and thoughtful as possible. A guide is provided under each part of the questionnaire. The completion of this questionnaire is very important to the overall design of the study and should take you less than 15 minutes to complete. Your timely completion and return of this questionnaire is highly appreciated and will be counted as a continuation of your kind support to the development of the profession and myself as a member of the same. All the data you provide will be strictly confidential and used for the stated purpose only. Furthermore, your responses will only be presented in aggregate and no single results will be traceable back to individual respondent. While you fill up this questionnaire, please ensure that you are consulting the under-mentioned point scale {1, 2, 3, 4, and 5} to respond to every question. It will help you to select the most realistic option.

1=Strongly Disagree	2=Disagree	3=Neutral	4= Agree	5=Strongly Agree
---------------------	------------	-----------	----------	------------------

I once again thank you for your participation and if you have any questions or concerns please do not hesitate to contact me directly at **+251911-00-21-7 or +251 118-22-8603 or**

E-mail at nrdnmhd8@gmail.com

Sincerely,

Nuredin Ahmed Student, Masters of Business Administration St.Mary's University school of graduate studies.

SECTION ONE: DEMOGRAPHIC & GENERAL DATA

1.1 What is your Gender?(Please Tick your Gender Group)

(1) Male ☐ (2) Female ☐

1.2 Age (Please Tick your Age Group)

(1) 18- 30 ☐ (3) 41-50 ☐
(2) 31- 40 ☐ (4) 51- 60 ☐

1.3 Education (Please Tick your Education Group)

(1) Preliminary ☐ (3) Diploma ☐
(2) Secondary ☐ (4) Degree &Above ☐

1.4 Total years of Experience (Please Tick your work Experience Group)

(1) 0- 5years ☐ (3) 11 to 15 years ☐ (5) Above 21 ☐
(2) 6 to 10 years ☐ (4) 16 to 20 years ☐

Section 2: Human Resource Management, Employee Performance

HUMAN RESOURCE PRACTICE DIMENSION	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
RECRUITMENT					
RS1: The organization I work for widely disseminates information about both external and internal recruitment processes.					
RS2: The organization I work for discloses information to applicants regarding the steps and criteria of the selection process.					
RS3: The organization I work for communicates performance results to candidates at the end of the selection process.					
RS4: Selection tests of the organization where I work are conducted by trained and impartial people.					
RS5: The organization I work for has competitive selection processes that attract competent people.					
COMPETANCY BASED PERFORMANCE APPRISAL					

HUMAN RESOURCE PRACTICE DIMENSION	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
CPA1: The organization I work for discusses competency-based performance appraisal criteria and results with its employees.					
CPA2: In the organization where I work, competency-based performance appraisal provides the basis for an employee development plan.					
CPA3: In the organization where I work, competency-based performance appraisal is the basis for decisions about promotions					
CPA4: The organization I work for periodically conducts competency-based performance appraisals.					
COMPENSATION AND REWARD					
CR1: In the organization where I work, I get incentives like promotions.					
CR2: In the organization where I work, I get incentives like Awards.					
CR3: In the organization where I work, I get incentives like Bonuses.					
CR4: The organization I work for offers me a salary that is compatible with my skills, training, and education.					
CR5: The organization I work for remunerates me according to the remuneration offered at either the public or private marketplace levels.					
CR6: The organization I work for considers the expectations and suggestions of its employees when designing a system of employee rewards.					
TRANING AND DEVELOPEMENT					
TD1: In the organization where I work, training is evaluated by participants.					
TD2: The organization I work for stimulates learning and application of knowledge.					
TD3:In the organization where I work, training needs are identified periodically.					

EMPLOYEE PERFORMANCE DIMENSION	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
EP1: I feel dedication, seriousness and ability to take responsibility.					

EP2: I enjoy professional skill or professionalism and technical knowledge required to carry out the work efficiently.					
EP3: I do my work according to specific policies and procedures.					
EP4: I feel satisfied with the work I do in the ETTE					
EP5: Planning the work before starting its implementation contributes to setting the goals that need to be achieved.					
EP6: I have the ability to plan my work and its accomplishment according to the planned schedule.					
EP7: Planning the work before starting its implementation gives me a sense of comfort.					
EP8: Planning the work before starting its implementation increases my ability to focus on the completion of the work assigned automatically.					
EP9: I am careful or keen to make changes in the working methods of each period.					
EP10: I stay away from repeating what others do in solving work-related problems.					
EP11: I feel bored of repeating the same procedures in doing the work.					
EP12: I have the ability to put forward ideas and solutions rapidly to face work-related problems.					
EP13: I have the ability to express my thoughts fluently and freely.					
EP14: Feeling proud of the work represents a motivation for me to make extra efforts.					
EP15: I have the desire and willingness to work outside official working hours for fast delivery.					
EP16: The Enterprise is keen on providing additional benefits to employees to motivate them to make more efforts.					
EP17: The administration provides those employees who do their work tasks well with an increase in the wages or salaries.					

Thank you for your Valuable time and participation in the survey.

መጠይቅ

ውድዩ.ኢ.ቱ.ን.ሥ.ድስራተኞች!

ኑረዲን አህመድ እባላለሁ፤ እኔ የቢዝነስ አስተዳደር (MBA) የቅድስት ማርያም ዩኒቨርሲቲ የድህረ ምረቃት ምህርት ቤት ተማሪ ነኝ። “የሰው ኃብት አስተዳደር አተገባበር በሠራተኞች ሥራ አፈጻጸም ያለው ተጽዕኖ (THE EFFECT OF HUMAN RESOURCE MANAGEMENT ON EMPLOYEE PERFORMANCE)” በሚል ርዕስ ስር ጥናት እያካሄድ እገኛለሁ። ፡፡ ይህንን ጥናት የማካሄድ የቢዝነስ አድምንስትሬሽን (ኤም.ቢ.ኤ) ትምህርት ለማጠናቀቅ አስፈላጊ በመሆኑ ነው። በዚህም መሠረት በዚህ መጠይቅ ላይ ለሚገኙት ጥያቄዎች በተቻለዎት ሁሉ በትክክል እና በማስተዋል ምላሽ እንዲሰጡ በትህትና እጠይቃለሁ ። በእያንዳንዱ መጠይቅ ክፍል አመልካች መመሪያዎች ተቀምጠዋል። የዚህ መጠይቅ መጠናቀቅ ለአጠቃላይ የጥናቱ ዕቅድ በጣም አስፈላጊ ሲሆን፤ ለማጠናቀቅም ከ15 ደቂቃ በላይ አይወስድም። ይህንን መጠይቅ በጊዜው ቢያጠናቅቁ እና ቢመለስ ምስጋናዬ ከፍተኛ ከመሆኑም ሌላ ለዚህ ሙያ እና እኔም በሙያ ው ያለሁ ሰው እንደ መሆኔ መጠን ለእኔም ዕውቀት አስተዋጽኦ አደረጉ ማለት ነው። በዚህ መጠይቅ የሚሰጡት መረጃ ሁሉ በጥብቅ ምሥጢር ይጠበቃል፤ ከዚህም ሌላ የሚሰጡት ምላሽ ከሌሎች ተሳታፊዎች ጋር በጥምረት የሚቀርብ በመሆኑ ማናቸውም ውጤት አንድን ተሳታፊ ለይቶ የሚያመለክትበት ሁኔታ አይኖርም። ይህን መጠይቅ በሚሞሉበት ወቅት የሚከተለውን የነጥብ አሰጣጥ ይከተሉ። ይህም {1, 2, 3, 4, እና 5}

1=በእጅጉ አልስማማም	2= አልስማማም	3=መካከለኛ	4= እስማማለሁ	5=በእጅጉ እስማማለሁ
---------------	-----------	---------	-----------	---------------

በመጨረሻም ስለተሳተፎቼ በድጋሚ እያመሰገንኩ ምንም ዓይነት ጥያቄዎች ወይም ሃሳብ ካለዎት በሚከተለው ስልክ ቁጥር አልያም የኢ-ሜይል አድራሽ እንድትጠቁሙኝ በትህትና እጠይቃለሁ። +251911-00-21-77 or +251 118-22-86-03 or email at nrdnmhd8@gmail.com

ከልባዊ ምስጋና ጋር

ኑረዲን አህመድ

እኔ የቢዝነስ አስተዳደር (MBA) የቅድስት ማርያም ዩኒቨርሲቲ የድህረምረቃ ትምህርት ቤት ተማሪ

ክፍል አንድ፡ ግለ ሁኔታ

1.1 ጾታ

(1) ወንድ ☐ (2) ሴት ☐

1.2 ዕድሜ

(1) 18- 30 ☐ (3) 41-50 ☐
(2) 31- 40 ☐ (4) 51- 60 ☐

1.3 የትምህርት ደረጃ

(1) የመጀመሪያ ደረጃ ☐ (3) ዲፕሎማ ☐
(2) የሁለተኛ ደረጃ ☐ (4) ዲግሪ እና ከዚያ በላይ ☐

1.4 አጠቃላይ የሥራ ልምድ

(1) 0- 5 ዓመት ☐ (3) 11 to 15 ዓመት ☐
(2) 6 to 10 ዓመት ☐ (4) 16 to 20 ዓመት ☐ (5) ከ21 ዓመት በላይ ☐

ክፍል ሁለት፡

የሰው ሃብት ልማት አተገባበር ሁኔታ	በእጅጉ አልሰማም	አልሰማም	መካከለኛ	እስማማለሁ	በእጅጉ እስማማለሁ
እኔ የምሰራበት ድርጅት ውጫዊ እና ውስጣዊ የቅጥር ሂደቶችን በተመለከተ መረጃ በሰፊው ያሰራጫል፤					
እኔ የምሰራበት ድርጅት የሥራ ቅጥር መረጣ ሂደት ደረጃዎች እና መስፈርቶች በተመለከተ ሁሉንም መረጃዎች ለአመልካቾች ይሰጣል፤					
የምሰራበት ድርጅት የሥራ አፈጻጸም ውጤቶችን ከመረጣው ሂደት በኋላ ለአገልግሎት ያላው ቃል፤					

የምስራቅ-ድርጅት የመረጣፈተናዎች የሚካሄዱት በሰለጠኑ እና ገለልተኛ በሆኑ ሰዎች ነው፡					
የምስራቅ-ድርጅት በውድድር ላይ የተመሠረተ የመረጣፈደት ያሉት ሲሆን፡ ብቃት ያላቸውን ሰዎች ይሰባል፡					
የአፈጻጸም ምዘና ሂደት መመዘኛ					
የምስራቅ-ድርጅት በብቃት ላይ የተመሠረተ የሥራ አፈጻጸም ምዘና መስፈርቶችን እና ውጤቶችን ከሠራተኞች ጋር ይነጋገር ባቸዋል፡					
የምስራቅ-ድርጅት በሥራ አፈጻጸም ላይ የተመሠረተ የሠራተኞች ግምገማ ለሠራተኞች ዕድገት ዕቅድ መሠረት ሆኖ ያገለግላል፡					
የምስራቅ-ድርጅት የሥራ ዕድገትን በተመለከተ ውሳኔዎች የሚሰጡት በሥራ አፈጻጸም ላይ በተመሠረተ የሥራ አፈጻጸም ግምገማ ነው፡					
የምስራቅ-ድርጅት በየወቅቱ በሥራ አፈጻጸም ላይ የተመሠረተ ግምገማ ያካሂዳል፡					
ጥቅማጥቅምና የማበረታቻ መመዘኛ					
የምስራቅ-ድርጅት እንደ የሥራ ዕድገት ያሉ ማንኛዎቹ ያይሰጣል፡					
የምስራቅ-ድርጅት እንደ ሽልማት ያሉ ማንኛዎቹ ያይሰጣል፡					
የምስራቅ-ድርጅት እንደ ጉርሻ ያሉ ማንኛዎቹ ያይሰጣል፡					
የምስራቅ-ድርጅት ከእኔ ከህሎቶች፡ ሥልጠና እና ትምህርት ጋር ተመጣጣኝ ሆኖ ያመዝገባል፡					
የምስራቅ-ድርጅት በመንግሥት ወይም የግል የሥራ ገበያ ውባለው የደመወዝ መጠን መሠረት ይከፍለኛል፡					
የምስራቅ-ድርጅት የሠራተኞችን ሽልማት በተመለከተ ሥርዓት ሲያስቀምጥ ከሠራተኞች የሚሰጡ አስተያየቶችን እና ሠራተኞች ከሥርዓቱ የሚጠብቁቸውን ያካትታል፡					
የሥልጠና እና ትምህርት ሽልማት መመዘኛ					
የምስራቅ-ድርጅት ሥልጠና የሚመዘነው በተሳታፊዎች ነው፡					
የምስራቅ-ድርጅት ትምህርትን እና የተማሩትን ተግባራዊ ማድረግ ያነቃቃል፡					
የምስራቅ-ድርጅት፡ የሥልጠና ፍላጎቶች በየጊዜው ይለያሉ፡					

የሰራተኞች የሥራ አፈጻጸም መመዘኛ	በእጅግ አልሰማም	አልሰማምም	መካከለኛ	እስከ ሰማም	በእጅግ አስማም
ኃላፊነትን ለመውሰድ ቁጥጥር ነው፡ የኃላፊነት ስሜት እና ብቃቱ አለኝ ብዬ አስባለሁ፡					

ሥራውንበውጤታማነትለመሥራትየሚያስፈልገውከህሎት፤					
መያዊነትእናየቴክኒክዕውቀትአለኝ፤					
ሥራዬንየምስራውበተቀመጠውፖሊሲእናአሰራርመሠረትነው፤					
በETTEባለኝሥራእርካታይሰማኛልብዬአስባለሁ፤					
ሥራውከመተግበሩበፊትዕቅድማውጣትሊሳኩየሚፈለጉግቦችንለማስቀመጥየራሱአስተዋጽኦአለው፤					
ሥራዬንየማቀድእናበተቀመጠለትየጊዜገደብመሠረትየመፈጸምችሎታውአለኝ፤					
ሥራውከመጀመሩበፊትማቀድምችትይሰጠኛል፤					
ሥራውከመጀመሩበፊትዕቅድማስቀመጥየተመደበልኝንሥራብማጠናቀቅላይትኩረትለማድረግያለኝንችሎታይጨምረዋል፤					
የእያንዳንዱንጊዜየሥራዘዴዎችላይለውጥለማድረግጥንቁቅከመሆኔምሌላፍላጎቱምአለኝ፤					
ከሥራጋርየተገናኙችግሮችንለመፍታትሌሎችየሰሩትንከመድገምእቆጠባለሁ፤					
ሥራንበመስራትረገድተመሳሳይአሰራርንመድገምያስለቸኛል፤					
ከሥራጋርተያያዥየሆኑችግሮችንለመጋፈጥሃሳቦችእናመፍትሄዎችየማስቀመጥችሎታውአለኝ፤					
ሃሳቤንበግልጽእናበነጻነትየመግለጽችሎታውአለኝ፤					
በሥራዬመኩራትተጨማሪጥረቶችለማድረግእንደማበረታቻእወስደዋለሁ፤					
በፍጥነትሥራዬንለማጠናቀቅከመደበኛየሥራሰዓታትውጨለመስራትፍላጎቱአለኝ፤					
ድርጅቱሠራተኞችተጨማሪጥረቶችእንዲያደርጉለማበረታታትተነሳሽነቱአለው፤					
ድርጅቱሥራቸውንበሚገባለሚሠሩሠራተኞችየደመወዝዝጭማሪያደርጋል፤					