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# The Effect of Human Resource Management Practices on Perceived Employee Performance In Some Selected Amhara Regional State Zone Youth and Sport Offices

Yared, Sintayehu

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**THE EFFECT OF HUMAN RESOURCE MANAGEMENT  
PRACTICES ON PERCEIVED EMPLOYEE PERFORMANCE  
IN SOME SELECTED AMHARA REGIONAL STATE ZONE  
YOUTH AND SPORT OFFICES**

BY:

YARED SINTAYEHU

AUGUST, 2022

BAHIR DAR, ETHIOPIA

**BAHIR DARUNIVERSITY**

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**THE EFFECT OF HUMAN RESOURCE MANAGEMENT PRACTICES  
ON PERCEIVED EMPLOYEE PERFORMANCE IN SOME SELECTED  
AMHARA REGIONAL STATE ZONE YOUTH AND SPORT OFFICES**

**A THESIS SUBMITTED TO THE DEPARTMENT OF SPORT  
SCIENCE, BAHIR DAR UNIVERSITY IN THE PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF  
MASTER OF SCIENCE (MSC) IN SPORT MANAGEMENT SUMMER  
PROGRAM**

**By**

**YARED SINTAYEHU**

**ADIVISOR:**

**WONDIMAGEGN SHEWANGIZAW**

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**APPROVAL OF THESIS FOR DEFENSE**

I certify that I have supervised, read and evaluate this thesis entitled THE EFFECT OF HUMAN RESOURCE PRACTICES ON PERCEIVED EMPLOYEE PERFORMANCE IN SOME SELECTED AMHARA REGIONAL STATE ZONE YOUTH AND SPORT OFFICES: by Yared Sintayehu prepared under my guidance. I recommended that it has been accepted as fulfilling the M.Sc. thesis requirements.

**Name of Advisor**

**Signature**

**Date**

**Wondimagegn Shewangizaw**

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**APPROVAL OF THESIS FOR DEFENSE RESULT**

I hereby certify that I have supervised, read and evaluate this thesis entitled THE EFFECT OF HUMAN RESOURCE PRACTICES ON PERCEIVED EMPLOYEE PERFORMANCE IN SOME SELECTED AMHARA REGIONAL STATE ZONE YOUTH AND SPORT OFFICES: by Yared Sintayehu prepared under my guidance. We recommended that it has been accepted as fulfilling the thesis requirement for the Degree of Since in sport management.

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## DECLARATION

I declare that this thesis is not submitted to any other institution anywhere for the award of any academic degree, diploma, or publication. I declare that this thesis is my work and all sources of material in this have been duly acknowledged.

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This thesis has been submitted for examination with my approval as a university advisor.

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## **DEDICATION**

I dedicate this thesis document to my beloved parents and families. As well as the researcher extended his dedication to people who contribute even a piece of advice throughout my life to reach this stage.

## **Acknowledgments**

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## **Abbreviation and Acronyms**

EP: Employee performance

HRM: Human resource Management

HRMP: Human resource management Practice

PM: Performance management

RNS: Recruitment and selection

TND: Training and development

## Abstract

*Human resource management (HRM) strategies and their effects on employee performance have gained much attention in the literature. This work took a look at four selected HRM practices and assessed their impact on employees' performance. The selected HRM practices which formed the independent variables are recruitment and selection, performance appraisal, and training and development, while employees' performance stood as the dependent variable. The main objective of the study was to assess the effect of these HRM practices on the performance of employees in four (4) selected Amhara regional state zones youth and sport offices those sport offices are selected purposively on its proximity to the researcher. The study employed an explanatory research design. The sample for the study was 90 employees from the selected zone youth and sports offices by using a comprehensive sampling technique. A total of 90 employees from four-zone youth and sports offices responded to the self-administered questionnaire, which measured the four HRM practices and employee performance. To check the association between HRM practices and employee performance, the Pearson correlation statistical technique and regression analysis were applied to the data. The results indicate that the selected HRM practices have a positive and significant effect on employee performance. Hence, it is proved that the independent variables together explain 75% of the variance in employees' performance ( $p = 0.05$ ). The following key recommendations were made: Managers implement HRM practices in an integrated and coherent manner. The training and development program should be designed based on gap analysis and government to ensure that selection is based on equal employment opportunity principles. Employees' performance should be assessed based on quantifiable standards and feedback given to employees on their performance.*

**Key words:** *employee performance, human resource practice, performance appraisal, reward management, training and development, Zone youth and sports office*

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the study**

Simultaneously with the social and economic transformation, the management of human factor becomes increasingly important in the world of work. The human resource management fundamentally deals with the people as resources which are indispensable from the aspect of effective management of all organizations. Human as a human resource has a peculiar nature in the life of sport organizations since it has a dual interpretation. On the one hand, there are paid collar and manual workers responsible for operating an organization effectively and carrying out the everyday tasks, on the other hand, the athletics appear as human resource. According to Chelladurai (2006), there are

Sport is a decisive factor of human life since the preservation of our life quality and health depends on our sport activities at individual level. In addition, sport socially plays a significant role as a medium which is transmitting social values and forming the community. Sport activity comes into an increasingly closer contact with the business sphere; its profit-making ability has been proved thus sport can become a dynamically developing and key sector of the economic. (Bácsné, 2015) In the present international context, sports are becoming more commercialized and sports organizations have become more competent in recent years (Bauer et al., 2005)

There is no doubt that the appreciation of human capital is now worth handling seriously in case of sports as well. On the one hand, sport integrally takes part in spending the work- or free time of the citizens; on the other hand, sport is simultaneously business- and non-profit activity from economic point of view as well as it is in close connection with the preservation of the citizens' mental and physical health. At the beginning of the last century, Veblen (1899) had still associated sport with activities of the non-industrial, convenience class. According to András (2003), the elite had the necessary income for taking part in the education and the sufficient amount of free time alike. Sport was built into the elite education and the future leaders were trained by determining and implanting such values which can be developed well by means of sport. Nowadays, sport is for everyone and is an integral part of



the everyday life. The human factor is particularly determinative in the field of sport because the human performance is decisive beyond the sport performances; at the same time, the existence of different material-technical conditions is not negligible in any case.

According to Khasawneh (2011), the organizations should invest in their human resources in order to operate the organizational effectively and efficiently. “HR has much more to do with sport than we can imagine. As in the business sphere, the selection of talents and the support of ‘espoir’ players are now performed by scientific methods” – said Antal Gubicza in the roundtable debate "Present and future of HR in sport life". Gubicza is a specialist who has significant professional managerial achievements in wrestling, karate and skiing as well (Paraszt, 2008). Significance of connection between sports organizations and HR is reinforced by Zeng and Hu (2017) whose opinion is that there are three orientations for studying the performance of sports organizations in the Western countries. Firstly, there is a relation between the performances of sports organizations and the practice of human resource management, secondly, there is a connection between the operations of HR systems and the performances of sports organizations, thirdly there is a relationship between the human resource management fit effect and the performances of sports organizations

Today, sports organizations use a strategic approach to HR as a critical method in order to manage their HR for the purpose of an effective and efficient operation (Weerakoon, 2016). In their research, Unlu et al. Based on Sterbenz et al. (2012), the sport managers, sport organizers are responsible for the personal resources in the sports organizations. By Tripolitsioti (2017) “in the last thirty years, there have been significant changes in the sports organization, which from amateurs became more businesslike. This progress requires a better management system for their administration.” addition to the business sphere, the HR researches have appeared in other fields of

In Ethiopian Civil services, corruption, political involvement, and aristocracy meddling in due process in areas of public concern for their private well-being then, between the early and mid-twentieth centuries, Emperor Haileselassie was effective in institutionalizing rule-bound public administration by constructing successive legal frameworks. Even if there has been a considerable shift in public administration, the underlying structure and assumptions remain.

The military administration, which seized power in a coup in 1974, created its image throughout the public sector. The institutions and attitude of the workers and public employees worked against the country's long-term growth. The country's military authority was replaced by Ethiopian people's Revolutionary Democratic Front (EPRDF) 1991, and substantial progress has been made.

Furthermore, each regional, state administration must explicitly delegate sufficient decision-making authority to lower administrative levels including such zones, woredas, and kebele. This is intended to promote this would strengthen democratic decentralization and bring the government closer to its constituents (UN HABITAT, 2002).

In response to this statewide strategy, the Amhara Regional State Civil Service Commission decentralized important human resource management decisions in 2004. Delegating custodial, manual, trade, and craft occupations to regional, zonal, and woreda level bureaus, as well as recruiting, selection, promotion, and transfer of workers, were all part of the decentralized HRM operations. Because of their nature, the bureaus were not granted authority over remuneration and benefits (allowance), position categorization, regional transfer choices, or modifying the organizational structure.

Despite all efforts made by the government, the researchers' preliminary assessment shows that there are problems such as inadequate training, programs, inconsistent performance appraisal, an inappropriate number of civil servants, which is less than the structure need, the employees are intended to do other business task's than their own job, and lack of performing their job in Bahir Dar city, West Gojjam, South Gondar, Awi zone youth and sport offices. Thus, the researcher was inspired to conduct this study.

Based on the above background, he researcher tries to investigate the effect of human resource management (HRM) practices on performance of Bahir Dar city, West Gojjam, South Gondar, Awi zone youth and sport office employees.

## **1.2 Statements of the Problem**

Organizational performance is affected by how you manage people's motivation, knowledge, skills, attitudes, and life experiences. The best competitive advantage for an organization's success and long-term viability is its workforce. According to Hoskisson's analysis, it is one of a company's fundamental skills (2007). HR managers are considered to be every manager in an organization. However, how firms' HR systems are set up and handled affects their efficacy and efficiency (Osibanjo & Andeniji, 2012).

Human resource management (HRM) is concerned with topics like workforce planning, recruiting and selection; talent management; workplace problems including absenteeism and employee retention; flexible working; and the management of diversity and inclusion. Therefore, the most important factor in developing effective and efficient employees is good human resource management technique.

According to the Federal civil service agency (2003, cited in Paulos, 2007), despite the decentralization of the major human resource management decisions, there were some problems in the reform.

First, recruitment and selection of employees take place not based on manpower planning but rather based on solving immediate problems, and inadequate screening (examination and interviews) is not based on merit principles.

Second, no training is provided for immediate personnel, and no accountability procedures are in place to hold decision-makers accountable when they make mistakes within their authority.

Third, inter-organizational transfer of employees is based on personal contact, and promotion is not based on performance. Fourth, a result-oriented performance appraisal system suffers from poor human capacity, lack of transparency, weak follow-up and loose linkage between performance and reward that hamper the system (Solomon, 2005).

Although the Ethiopian government has tried to improve the effectiveness of civil servants so far, the results have not been as expected. For instance, in the year 1999, the Ethiopian government in Federal Civil Servants Proclamation No. 515/2007 introduced civil service

reform, which is aimed at strengthening the justice system to give civil servants better protection, and it is essential to incorporate into a new law the changes occurring as a result of the implementation of the human resource management sub-program of the civil service reform program (Federal Civil Service, 2007).

The civil service reform included re-structuring, designing management systems, HR reforms, and enhancing service delivery. Despite all the efforts at federal, regional, and zonal levels in public organizations, there are still some problems observed. Due to this Ethiopia Federal Civil Servants Proclamation No. 515/2007, the purpose of human resource planning shall be to enable a government institution to take measures to meet the objective specified in the strategic plan, to forecast its human resource demand, to acquire human resources in the right number and type, to develop and properly utilize them, monitor, and evaluate their results, and make corrective measures from time to time. Additionally, a civil servant should be trained to improve his capability and attain better performance or to prepare him for higher responsibility based on career development (Federal Civil Service, 2007).

Therefore, as per identified in the Civil Servants Proclamation, in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport offices, HRM has the following gaps and limitations in providing continuous professional development training that can make the employees achieve higher results in their career, an inappropriate number of civil servants, which is less than the structure needed, the biases of workers to perform other related tasks than their job; and a lack of motivation of workers for their job.

However there are many studies in this area, the researcher could only access a few studies conducted on this topic in Ethiopia, mostly other researches are conducted in public sectors such as banks, telecommunications, and health sectors, but the Ethiopian sports industry required mandatory concentration to check the link between human resource management (HRM) practices and employee performance.

Additionally, the aforementioned studies were carried out in different cultures and times, which make it difficult to show and conclude the effect of HRM practices on employee performance based on the restudies.

By having these gaps in mind, the researcher wants to study some selected HRM practices among others, such as recruitment and selection, training and development, performance appraisal, and reward management, that the offices are exercising and their effects on employee performance in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport offices.

### **1.3 Research Questions**

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

- ◆ What looks like the practice of human resource management (HRM) in Bahir Dar city, West Gojjam, South Gondar, and Awi a zone youth and sport office?
- ◆ What is the relationship between human resource practices and perceived employee performance in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport office?
- ◆ To what extent do HRM practices influence perceived employee performance in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport office?

### **1.4 Objectives of the Study**

#### **1.4.1 The General Objectives**

The general objective of this study is:-

To find out the effect of HRM practices on perceived employee's performance in some selected Amhara region youth and sport offices.

#### **1.4.2 The specific objectives:**

In addition to the general objective, this research addressed the following specific objectives;

1. To assess the practice of human resource management (HRM) in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport office.
2. To investigate the relationship between HRM practices (Recruitment and Selection, training and development, performance appraisal and reward management) and perceived employees' performance in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport office.

3. To evaluate the extent to which HRM practices (Recruitment and Selection, training and development, performance appraisal and reward management) influence perceived employee performance in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport office.

### **1.5 Significance of the Study**

The findings of this study are considered important to provide insight into the effects of the implementation of HRM practices, give feedback and help the Amhara region zone youth and sport offices apply the recommendations.

The study can encourage the use of well-designed human resource management practices to achieve its objectives. It will be useful to top management and human resource management officers and practitioners to the HRM functions at an organizational level in order to maximize productivity toward achieving their objectives.

Furthermore, this research paper can be useful for researchers and other readers who would like to know about the human resource management functions and practices issues for future research, and the recommendations will be given to implement accordingly. In addition, the study could serve as a reference for similar associations and others who want to benefit from the study as a whole.

### **1.6 Delimitation of the Study**

Geographically, the study was delimited with four (4) zone Youth and Sport offices one city administration. Even if there are many zones in the region they are not included in this study because of time and financial constraint.

In terms of concept, the study was delimited to the effect of HRM practices on employee performance in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport offices in the year 2022/23G.C. By using resource based view the study was delimited to four HRM practices such as recruitment & selection, performance appraisal, reward management, training & development.

### **1.7 Limitation of the study**

The study is aimed at conducting an evaluation of the effect of human resource management practice on employee performance might not be fully welcomed by all since it may create unintended alarm among some members. Due to the absence of sponsorship the researcher was face financial challenge to cover the expenses to be incurred.

### **1.8 Operational Definition of Terms**

**HRM practice:** is composed of the policies, practices, and systems that influence employee's behavior, attitude, and performance.

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

**Training and development:** Training is a planned effort to enable employees to learn job related knowledge, skills, and behavior.

**Performance appraisal:** a formal and productive procedure to measure an employee's work and results based on their job responsibilities.

**Reward management:** Incorporating the selection of reward strategies and the administration of payment and benefits systems.

**Office:** are executive organs established at zonal, woreda and city administration government level with specific powers, duties and responsibilities.

### **1.9 Organization of the study**

This study is organized into five chapters. The first chapter consists of an introduction. This includes the background of the study; the statement of the problem; the objective of the study; the significance of the study; the scope of the study; the limitation of the study; and the definition of terms. The second chapter presents the theoretical framework, empirical review of literature, and conceptual framework. The third chapter consists of the research methodology and design that will be used in the study. It describes the type and design of the research; the population and sampling techniques of the study; data collection instruments and procedures used to collect data; and the methods of data analysis. The fourth chapter will contain data analysis, presentation, and interpretation. Finally, the fifth chapter will contain a summary of the findings, conclusions, and recommendations.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Theoretical Review**

##### **2.1.1 The Concept of Human Resource Management (HRM)**

It refers to the policies and processes connected with a management position's "human resource (HR)" characteristics, such as human resource planning, job analysis, recruiting, selection, orientation, remuneration, performance appraisal, training and development, and labor relations (Dessler, 2007). Human resource management refers to the rules, procedures, and processes that influence an employee's behavior, attitude, and performance (Noel, Hollenbeck, Gerhart & Wright, 2007).

Employee performance and an organization's competitive advantage are influenced by human resource management techniques (Guest, 2002; Balochi et al., 2010). Employees are the foundation of any organization's competitive advantage. The quantity of experimental research on the impact of various HRM approaches on employee performance has grown (Becker & Huselid, 2006; Bowen & Ostroff, 2004).

According to Daniel Getnet Admit (2020) when the hiring and selection mechanism free from any biased, quality candidates were applying and requites in the position. These were increased to gain competent candidates to assign in the position. This has appositive impact on the development of sport. In addition to good working conditions, appropriate and work-related training, reward/motivation mechanism and specific, measurable, attainable, realistic, and time frame (SMART) performance evaluation mechanism.

According to Armstrong (2016), the objectives of HRM are to assist the organization in achieving its goals by creating and implementing human resource (HR) strategies that are integrated with the business strategy (strategic HRM). This will help the organization have the talented, skilled, and engaged people it needs, foster a positive employment relationship between management and employees and foster a climate of mutual respect.



### **2.1.2 Recruitment and Selection**

Selection and recruitment are two connected procedures. Recruitment is the process of creating a pool of qualified candidates to apply for jobs at a company, whereas selection is the process by which particular tools are used to pick from a pool of candidates the most qualified candidate for the position while taking management objectives and legal requirements into mind (Bratton & Gold, 2003). Finding and involving the individuals an organization needs is what this process entails. The phase of the hiring process known as selection determines which applications or candidates should be hired for positions (Armstrong, 2008 & 2016).

According to Mahapatro (2010, p. 64), the goals of recruiting are to locate candidates with a variety of abilities and experiences that meet the organization's current and future plans; to bring in newcomers with a fresh viewpoint to lead the firm; to infuse energy at all levels of the organization; to create an organizational culture that draws competent candidates to the company; to look for or headhunt candidates whose talents align with the company's values; and to build a technique for evaluating candidates.

Effective socialization methods and increased individual commitment are advantages of a company with a great recruiting process (Aisbett et al., 2015). Retaining volunteers is becoming more difficult for many sports groups worldwide due to the recruiting techniques used in the sports industry (Taylor et al., 2015).

### **2.1.3 Training and Development**

During the training phase of the HR process, new hires are essentially given the fundamental knowledge and abilities they need to do their positions. Orientation is the first step in an organization's HR process that is interconnected by training and induction programs. Orientation is a method that gives new workers a basic overview of the company, as well as other information they'll need to do their duties, including information on ethics and values, health and safety, terms and conditions, the company's history, and its product or service (Dessler, 2008).

After the recruiting and selection process, employees advance to these levels. There are two types of training: general training and specialized training. The term "general training"

(literacy) refers to knowledge and abilities that may be used across all businesses. The term "specific training" refers to information and skills that are pertinent to employment with a particular employer or in a single sector (Khasawneh, 2011). However, training may boost employees' self-confidence and productivity since self-confidence and productivity grow as a result of acquiring new skills and expanding one's knowledge (Unlua et al., 2012; Khasawneh, 2011). According to study conducted by Aisbett and Hoyer (2015), an employee's perception of his or her level of training and development is evidence in favor of this theory.

According to Guest (1987), policies are essential to ensuring that employee performance is assessed, which then guarantees that the proper training and development is provided. The organization can determine development requirements with the aid of the performance assessment reports and results. Individuals, however, can aid in identifying the areas that require development as a consequence of the problems brought up during the performance review process and the requirements of their career path. Training is crucial in encouraging staff to participate in planned activities, voluntarily support initiatives that will advance the company, and give their all to ensure that organizational objectives are met (Bolman & Deal, 2011).

#### **2.1.4 Performance Appraisal**

An appraisal of performance is a structured measurement process of the performance of an employee towards their assigned job. Performance appraisal's prime purpose is to enhance an employee's insight and motivation. (Sels et al., 2002) found that performance appraisal increased the productivity of employees and, in return, organizational performance increased. Performance appraisal increases professional skills by mentioning the areas where improvement is required (Singh, 2004). Wan, Ong, & Kok (2011) found that employees' commitment and motivation increased if the performance appraisal was based on merit and had a positive influence on the organization. If the employees show their willingness to do something extra in the organization, that was the key to the organization's success (Ahmad & Schroeder, 2013).

One of the most important duties of managers is to assess employee performance. An effective method for providing documented feedback on an employee's performance level is the performance appraisal. It enables better communication between managers and employees and assists in determining retention, promotion, transfer, incentives, and pay increases. Performance evaluation has been described by many academics from various angles. encouraging innovation, requiring it, creating or implementing new tasks, peer review, regular reviews, and auditing innovation processes This approach evaluates team and individual performance to establish a connection between employee innovation and business success. It is also taken into consideration which duties should be evaluated and who should evaluate an employee's performance (Mahapatro, 2010, PP.13 & 101).

Torrington, Laura, and Taylor (2005) claim that performance evaluations are a way of measuring personality attributes that are thought to be crucial for work, such as imagination, zeal, and drive. Performance evaluation, according to Grote (2002), is a formal management method that allows for the assessment of the caliber of a person's performance inside an organization. It involves assessing how well people do their duties in comparison to a set of criteria and then informing them of the results (Mathis and Jackson, 2000).

Performance assessment data is divided into two categories, according to Landy and Farr (1983): subjective or judgmental measurements; and nonjudgmental or objective measures. Objective performance measurements, such as production rates, task completion times, and scrap rates, have proved useful performance indicators for repetitive, manual activities even if judgmental measures are more frequently utilized (Rothe, 1946). The results of the performance assessment offer management information about how and to what degree an employee is carrying out a certain task and displaying particular characteristics, regardless of whether they are measured subjectively or objectively. (Collins and Clark, 2003; Mohamed et al. Performance appraisal was found to have both direct and indirect effects on the administrative performance of employees, and the feedback obtained from performance appraisal activities, usually conducted at least once annually, can help to improve administrative processes.

### **2.1.5 Reward Management**

According to Armstrong (2010, PP, 33), reward management provides three benefits: a deeper and longer-lasting impact on people's motivation and commitment; enhanced employment relationships; the flexibility to meet individual needs; and assistance in the delivery of a positive psychological contract, which can serve as a differentiator in the recruitment market. According to Beaumont (1993), the purpose of reward systems is to boost individual employee motivation and thus also their current on-the-job performance. Integrating the selection of reward strategies as well as the maintenance of payment and benefit systems (Mahapatro, 2010).

It is a process designed to inspire people to boost morale, commitment, productivity, and cooperation, according to Keller & Szilagyi, Begum W. et al. (2016). Rewards and recognition are frequently offered in both monetary and non-monetary forms. According to the literature, reward and recognition are essential elements influencing employee behavior, work satisfaction, and employee performance.

According to Armstrong (2007), rewarding people, according to the value they create, aligning reward practices with business goals and with employee values and needs, rewarding the right things to convey the right message about what is important in terms of behaviors and outcomes, helping to attract and retain the high-quality people the organization needs, motivating people to obtain their engagement and commitment, and developing a high-performance culture are the aims of reward management.

Armstrong (2007) and Rose (2014) define reward management as "the strategies, policies, and processes required to ensure that people's contributions to the organization are acknowledged through financial, material, and psychological benefits." Reward management deals with the strategies, policies, and processes necessary to guarantee that people's worth and contributions to attaining organizational, departmental, and team goals are recognized and rewarded. It is concerned with the design, implementation, and maintenance of reward systems (reward processes, practices, and procedures) that attempt to meet the demands of both the organization and its stakeholders. The entire aim is to reward individuals fairly, equitably, and continuously for their contributions to the organization to advance the organization's strategic goals.

### **2.1.6 Employee performance**

Employee performance is a critical issue for any organization because it represents organizational productivity by expressing the employee's ability to meet objectives on time. According to Pushpakumari (2008), performance is heavily influenced by perception, values, and attitudes. Porter and Lawler (1974) characterized performance in a particular scenario as a function of individual ability, skill, and effort. In other words, employee performance refers to employees' capacity to operate effectively and efficiently to achieve company goals and objectives (Kovach, 1987). The employee's overall belief regarding his conduct and contributions to the organization's success is represented by perceived employee performance. Employee performance may be viewed from the perspective of three criteria that enable for higher performance. These determinants of performance may be such as "declarative knowledge," "procedural knowledge," and "motivation" (McCloy, Campel & Cudeck, 1994). According to Buchner (2007), cited by Armstrong (2009), there are three theories underpinning performance management.

Numbers of researches were taken at different sectors of different countries. Mostly studies displayed positive impact of human resource management practices on employee productivity. Performance of employees has been linked with organization's performance directly. (Boselie, Dietz, & Boon, 2005) mentioned that in 104 researches, human resource management sought from bundles of activities performed by workers. (Delery & Doty, 1996) explained (7) seven human resource management practices were linked with whole organizational productivity. (Pfeffer, 1994) propose that company hired aware and skilled employees in recent elastic & international atmosphere. In reality HR activities are performed by supervisor in day to day work that optimistically collision employee's insight about HRM practices which are applied on workers (Purcell & Kinnie, 2007). The failure and doing well implementation of human resource management practices rely on well knowledge and skills of the manager (Guest, 2011).

## **Goals theory**

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

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

## **Control theory**

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**

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

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

## **2.2 Empirical studies**

There are many researchers conducted around the world that showed the relationship between human resource practices and perceived employee performance. Under this topic the researcher consider only few studies to show the gap and the relationship between HRM practices and employee performance in the Bahir Dar city, West Gojjam, South Gondar, Awi zone youth and sport offices.

### **2.1.1 Recruitment and Selection and perceived employee Performance;**

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

### **2.1.2 Training and Development and perceived employee performance;**

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

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

### **2.1.3 Performance appraisal and perceived employee performance;**

Performance evaluation is found to be a major contributor to performance (Tessema and Soeters, 2006); this may be because employee performance evaluation is crucial for most HR practices in that, if it is done properly, it could serve several purposes: first, for taking proper personnel actions such as salary increment, promotion and other incentives.

Farooqi (2016) argued that performance evaluation is a significant and positive relationship with employee performance; the individuals performance, highlight the potential of employees and determine the future needs for training in development; Strong and positive correlation of performance evaluation practices with the employee performance. Tanveer T. et al (2011) study revealed that performance appraisal found significantly related and impact with performance of employees. The study undertook at Debrebrhan University revealed that human resource practice has significant impact on organizational performance.

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



#### **2.1.4 Reward management and perceived employee performance;**

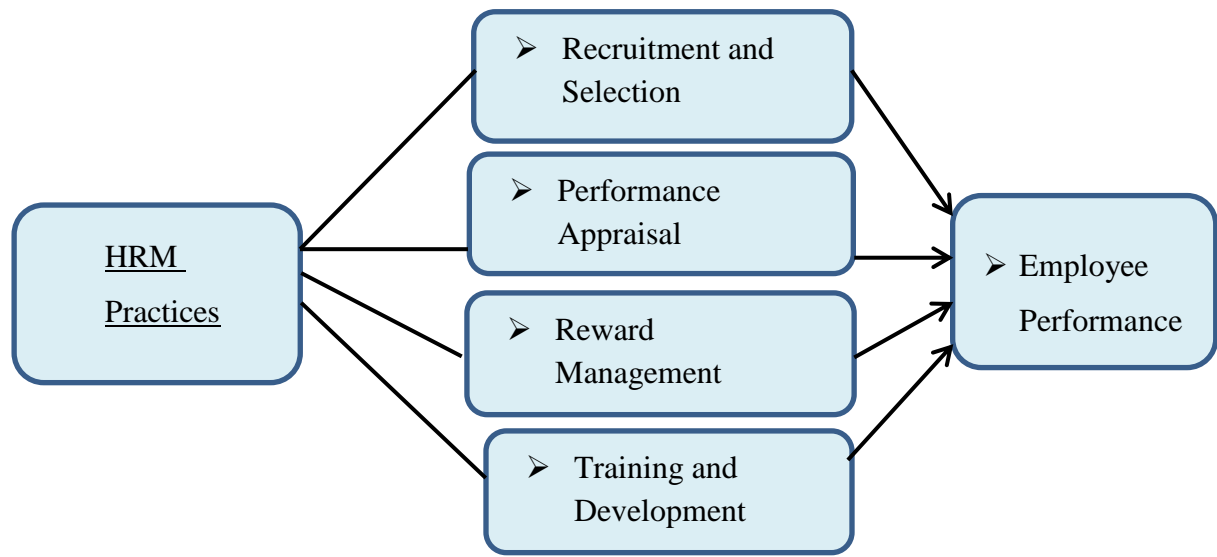
Compensation issues affect most HR practices or functions either directly or indirectly. For instance, compensation affects employee motivation and practices, salary was also found to be significant, which in turn suggests that compensation-related issues considerably affect HRM outcomes such as employee's motivation and retention (Tessema and Soeters, 2006). Compensation is a significant and positive relationship with employee performance; A comprehensive compensation system can contribute a lot to attract and retain the competitive human resources and can also shape the behaviors and performance of employees.

Balanced, fair and competitive compensation system affects the retention of talented employees; a strong and positive correlation of compensation practices with the employee performance. (Farooqi, 2016). The study undertook at Debrebrhan university revealed that HRM practice has significant impact on organizational performance. The study found that university performance can be attributed by HRM practices; compensation (Kassa, 2016).

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

## 2.3 Conceptual Framework

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



**Fig 2.1 conceptual framework of the study**

## **CHAPTER THREE**

### **RESEARCH METHODS**

#### **3.1 Description of the Study Area**

The study was conducted at Bahirdar city, West Gojjam, South Gondar, and Awi zone of Amhara region.

Bahir Dar is located at the exit of the Abbay from Lake Tana at an altitude of 1,820 meters (5,970 ft) above sea level. The city is located approximately 578 km northwest of Addis Ababa. Bahir Dar is the third biggest city in Ethiopia and it lies on the southern shore of Lake Tana, the country's biggest lake. It is the capital of the Amhara region and it has a population of around 879,000 (Source: Bahir Dar City Administration Communication Office, 2022).

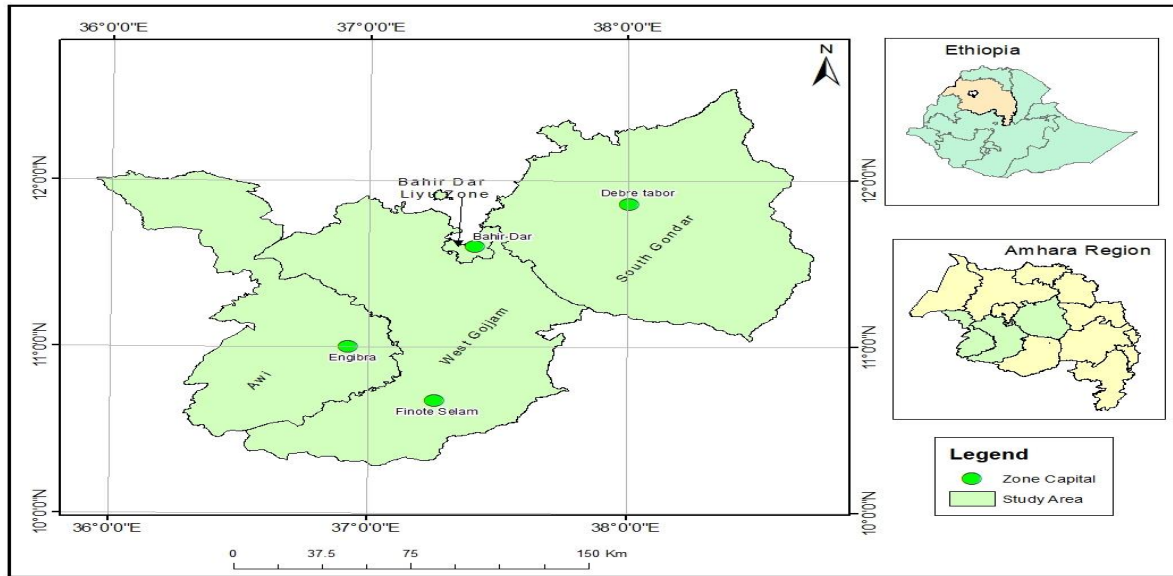
West Gojjam is located in the northwest and north-central parts of Ethiopia. The average altitude of West Gojjam is 1920 m above sea level. The town of this zone is Finote Selam, which is 246 and 173 km away from Addis Ababa, the capital of Ethiopia, and the city of the Amhara Region, Bahir Dar, respectively. On the south, it is separated from the Oromia Region and the Benishangul-Gumuz Region by the Bay River, on the west by Agew Awi, on the north by North Gondar, on the north by Lake Tana, and on the east by East Gojjam. (Source: west gojjam zone Administration Communication office, 2022)

The south Gondar zone is located in the northwest part of Ethiopia. Debre Tabor is the capital city of the South Gondar zone, which is 666 km from Addis Ababa and 99 km from Bahir Dar (the capital city of the Amhara region). The average altitude in South Gondar is 2,699 m above sea level. South Gondar is bounded by East Gojjam on the south, West Gojjam and Bahir Dar on the southwest, Lake Tana on the west, North Gondar on the north, Wag Hemra on the northeast, North Wollo on the east, and South Wollo on the southeast; the Abbay River separates South Gondar from the two Gojjam Zones. (Source: Administration Communication Office, South Gondar Zone, 2022)

The Awi Zone is located in the western Amhara Region, bordered on the west by the Benishangul-Gumuz Region; on the north by the West Gondar Zone; and on the east by the West Gojjam Zone. The zone is located at a distance of 114 km from Bahir Dar and 449 km from Addis Ababa. The administrative center of Agew Awi is Injibara. Topographically

speaking, in Agaw Awi, the average altitude is about 2,300 m. The Zone is crossed by about nine permanent rivers which drain into the Abay (the Blue Nile); other water features include two crater lakes, Zengena and Tirba,

(Source: Administration Communication Office, West Gojjam Zone, 2022)



**Fig 3.1 Map of study area**

### 3.1 Research Approach

As the study focuses on the cause and effect phenomenon, the quantitative research approach was used for its potential to provide a lot of information. The reason why the researcher has been used quantitative research approach, it is used to describe current conditions, investigate relationships, and cause and effect phenomena (Creswell, 2014).

### 3.2 Research Design

The main purpose of the research is to assess and investigate the effects of HRM practice on perceived employee performance in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport offices. To conduct this kind of research, the researcher adopted an explanatory research design. This research design is preferable to identify and explain the relationship among different variables. For this reason, the researcher followed this research design for the intended study to explain the relationship between human resource

management practice and perceived employee performance in the Amhara region, some selected zone youth, and sport offices.

### **3.3 Population, sample and sampling techniques**

The research was carried out in four sports offices: Bahir Dar city, West Gojjam, South Gondar, and Awi zones, which were chosen among 11 zones of youth and sports offices because of their closeness to the researcher. The study's target population included all employees of the Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sports offices. The total population is 95; all 95 employees of the youth and sports offices in Bahir Dar city, West Gojjam, South Gondar, and Awi zones were chosen as subjects for this study. In this study, the researchers used comprehensive sampling techniques because youth and sports offices in Bahir Dar city, West Gojjam, South Gondar, and Awi zone have small numbers of employees.

***Table 3.2 Target Population and Sample Size***

Strata	Total #of employees	Sample size %	%of Sample Proportion
Bahir Dar city youth and sport office	14	14	14.73%
Awi zone youth and sport office employees	28	28	29.47%
West Gojjam youth and sport office employees	27	27	28.42%
South Gondar youth and sport office employees	26	26	27.36%
Total	95	95	100

Source: own survey (2022)

### **3.4 Source of data**

The study used both primary and secondary data sources. The primary data was collected through questionnaires from the employees who are working in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport offices. The secondary data was collected from different data sources such as professional journals, books, and the organizational HR data bank.

### **3.5 Study variables**

Accessibility to the research participants the legitimate time that would be devoted to analyses and enter prates the result variables, and to keep the entire body unitary and integrated the following dependent and independent variables were incorporated.

#### **3.5.1 Dependent variables**

Perceived employee performance is the variable that depends on the effect of human resource management in this study.

#### **3.5.2 Independent variables**

The variables that are antecedent to the dependent variable of this study are recruitment and selection, performance appraisal, reward management, and tanning and development.

### **3.6 Instrument of data collection**

Questionnaires are a suitable tool for gaining quantitative data, but can also be used for qualitative data (Svensson, 2001). A questionnaire enables you to organize the questions and receive replies without actually having to talk to every respondent. It is a very flexible tool that has the advantages of having a structured format, is easy and convenient for respondents, being cheap, and is quick to administer to a large number of cases covering large geographical areas (Walliman, 2011).

The questionnaire was the main data collection instrument that helped to collect different information from employees who are working in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport offices. For this study, the researcher prepared both closed-ended and Likert scale questionnaires to answer basic research questions.

### **3.7 Data collection methods**

On the basis of a review of the literature and the study's research goals, the data collection tools that were employed in the study were created. For easy interpretation by the respondents, relevant and suitable questionnaires were created in English and translated into Amharic. Both a closed-end and a Likert scale are included in the survey. The questionnaire was split into two sections. Information on the respondents' characteristics, including gender, education, occupation, and experience, is provided in Part 1 of the questionnaire. Part 2

contains the main body of the questionnaires. After developing the questionnaire, the researcher conducted a pilot study (15 employees and managers randomly selected) aiming to check the reliability and validity of the questionnaire (see separate section below). Then, appropriate corrections were made by the researcher before the questionnaire was used in the final survey.

### 3.8 Data Analysis Methods

The data obtained from the respondents was analyzed by using statistical packages for social science (SPSS) version 26. The responses of the questionnaire were filled by the employees and analyzed by using descriptive statistics, finally regression analysis. The data was analyzed and presented quantitatively by using tools like percentile, tables, charts, graphs and others to facilitate the interpretation of the results of the data. In addition, the information gathered through interview was discussed qualitatively to understand the interrelationship between different human resource practice and employee performance.

### 3.9 Reliability Test

Cronbach's alpha is the most widely used objective measure of reliability (Ravinder, & Saraswathi, 2020). To check the internal consistency reliability of the items of the instrument, Cronbach's Alpha of the data was analyzed. The following table explains the reliability analysis of four variables, where employee performance is dependent variable and rest are the independent variables and the total items are 36.

***Table 3.2 reliability test result***

Item's	Cronbach's Alpha	No of Items
Recruitment and selection	1	6
Performance Appraisal	0.99	9
Reward Management	1	7
Training and development	0.95	5
Employee Performance	0.99	9
<b>Overall Cronbach's Alpha</b>	<b>0.98</b>	<b>36</b>

Source: own survey (2022)

From the reliability statistics test table 3.2 above, it is clear that Cronbach's Alpha varies from 0.99 to 1 with an overall reliability coefficient of 0.98. According to Andrew, Pedersen, and Mc. Evoy (2011), Cronbach's values range from 0 to 1. However, values at or above 0.7 are desirable. Based on this assumption, the data was considered as acceptable. In other words there is high consistency among the items constructed. Since all items are considered useful and reliable for computing scales, no items were rejected.

### **3.10 Ethical consideration**

The researcher informed the target group of study that was subjected in this research project that they have the freedom to withdraw from the study at any time without any unfavorable conditions, and they would not be harmed as a result of their participation or non-participation in the project to ascertain their participation in the study was voluntary. Participants were informed of the purpose of the research and assured of confidentiality; the questionnaires were completed namelessly by respondents and treated confidentially.



## CHAPTER FOUR

### RESULT AND DISCUSSION

#### 4.1 Introduction

This section outlines the response rate, demographic analysis, analysis of HRM practices and employee performance based on the data gathered, the link between HRM practices and employee performance, the degree to which HRM practices influence employee performance, and discussions of the findings

#### 4.2 Sample and Response rate

The study sample population was 95, and the sample size of 95 respondents worked for the Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth sport offices. To identify the probability of a good response, 100 questionnaires were sent out, of which 90 respondents filled and returned the questionnaires. There are a total of five unanswered questionnaires. According to Mugenda (2003); Cooper and Schindler (2014), a 50% response rate is adequate for analysis, while 60% is good and 70% is an excellent response rate analysis. Therefore, the research response rate of 98.18% is excellent enough to proceed with data analysis.

#### 4.3 Demographic Characteristic

Variables	Demographi c variables	Freque ncy	Perce nt	Valid Percent	Cumulativ e Percent
Gender of the respondents	Male	64	71.1	71.1	71.1
	Female	26	28.9	28.9	100
	Total	90	100	100	
age of the respondents	18-30	16	17.8	17.8	17.8
	31-40	56	62.2	62.2	80
	41-50	17	18.9	18.9	98.9
	<b>51 and above</b>	<b>1</b>	<b>1.1</b>	<b>1.1</b>	<b>100</b>
	Total	90	100	100	

<b>Marital status of respondents</b>	<b>Single</b>	<b>19</b>	<b>21.1</b>	<b>21.1</b>	<b>21.1</b>
	Married	65	72.2	72.2	93.3
	Divorced	6	6.7	6.7	100.0
	Total	90	100.0	100.0	
<b>educational level</b>	<b>Primary</b>	<b>0</b>			
	Secondary	0			
	Diploma	21	23.33	23.33	35.3
	Degree	61	67.8	67.8	91.1
	Masters	8	8.9	8.9	100.0
	Total	90	100.0	100.0	
working experience of respondents	0-5	11	12.2	12.2	12.2
	6-10	48	22.2	22.2	34.4
	11-15	16	31.1	31.1	65.6
	16-20	10	28.9	28.9	94.4
	21 and above	5	5.6	5.6	100
	Total	90	100	100	

#### 4.3.1 Gender Distribution

In order to determine the gender distribution in the organization, respondents were asked to indicate their gender by checking either male or female in the questionnaire. The findings showed that male respondents were more than with female a representation of 71.1% (64 in number out of the 90), the remaining represent by female they were 28.9.% (26 in numbers Out of 90).

#### 4.3.2 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, 16.8%, or the third biggest percentage of respondents, were between the ages of 18 and 30. This represents a total of 90 respondents. 62.2% of the respondents, or 56 out of a total of 90 respondents, were between the ages of 31 and 40, which is the greatest great most dominant age in the zone youth and

sport offices. (17 out of the total respondents) or 18.9% of the respondents were between the ages of 41 and 50. The second-highest numbers of people between the ages of 51 and 60 Out of 90 responders, 1 (or 1.1%) were5

### **4.3.3 Level of Education in the organization**

It was also necessary for the study to determine the educational levels of the respondents as that could help to determine the level of understanding of the respondents about the different HRM practices to evaluate their respective effects on perceived performance. According to the table above, respondents have a variety of educational backgrounds ranging from undergraduate to graduate level. 23.3 % of the respondents have held a diploma. The majority of the sample group held first degrees, accounting for 67.8%, followed by higher degrees, with 8.9% having a master's degree. A large proportion of the selected zone youth and sports offices have diplomas, degrees, masters, and above graduates who have at least basic knowledge of the management concept of human resource practice and its association with employee performance or organizational or organizational performance.

### **4.3.4 Level of experience in the Organization**

The study assesses how long the respondents have worked for the Bahir Dar city, Awi , West Gojjam, and South Gondar zones' youth and sport offices. The results showed that people with 0 to 5 years of experience were 11 years old. 48 of the respondents are 6 to 10 years of experience. 16 respondents had 11 to 15 years of experience, 10 had 16 to 20 years, and five had more than 21 years. The statistics mentioned above proved that the majority of the respondents had only recently worked for the zone youth and sports offices. This shows that most of the workers have limited experience working in the zone youth and sport offices, which may mean that they don't know much about human resource practices and how HRM might affect their performance.

## **Section one: Descriptive Analysis**

The final section of the questionnaire asked respondents to rate the impact of HRM practices on employee performance using a Likert scale (5 being strongly in agreement, 4 being in agreement, 3 being neutral, 2 being disagree, and 1 being strongly disagree).

**Table 4.2 Assumptions likert scales mean**

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

Source: Burns (2008)

According to the aforementioned assumption, the mean and standard deviation of staff performance in the youth and sports offices in the Bahir Dar city, Awi zone, West Gojjam, and South Gondar are as follows:

#### **4.4 Perception on Human resource management practices and employee performance**

**Table 4.3 Perception on HRM practice and perceived employee performance**

Variables	N	Strongly agree	Agree	neutral	disagree	Strongly disagree	mean	Standard deviation
Recruitment and selection	90		30	120	288	102	2.14	0.79
Percentage %			5.56	22.22	53.33	18.89		
Performance Appraisal	90	4	32	223	507	44	2.31	0.64
Percentage %		0.49	3.95	27.53	62.59	5.43		
Reward Management	90		20	100	145	85	2.12	0.76
percentage%			5.71	28.57	41.43	24.29		
Training & Development	90	2	30	107	431	60	2.18	0.60
percentage%		0.32	4.76	16.98	68.41	9.52		
Employee Performance	90	1	41	182	512	74	2.24	0.67
Percentage %		0.12	5.06	22.47	63.21	9.14		

Source: Own Survey (2022)

The table above shows that recruitment and selection have a mean value score of 2.14. If the mean value falls between 1.5 and 2.5, the respondents disagree with this practice (Burn, 2008). The finding is also supported by the frequency distribution percentage of 53.33% of the total respondents who disagree with this practice. This implies that recruitment and selection practices in youth and sports offices in Bahir Dar city, West Gojjam, South Gondar, and Awi, zones are very low level.

The aforementioned table demonstrated that the aggregated mean score for performance appraisal practices was 2.31. According to the Likert scale assumptions given by Burns (2008), the respondent's response rate falls with disagree if the mean value is scored between 1.5 and 2.5. Furthermore, this finding, supplemented by the frequency distribution percentage rate of 62.59 % of the total respondents, also disagrees with the practice of performance appraisal. This indicates that the youth and sports offices in the Bahir Dar, Awi, West Gojjam, and South Gondar zones did not frequently use performance appraisal.

The Practice of Reward Management 2.12% means aggregate score. If the mean value score falls between 1.5 and 2.5, then the respondents disagree with reward practice. In addition to the above facts, the findings were also supported by the frequency distribution percentage of 41.43% of the total responses, which disagreed with practice. Hence, the researcher can conclude that reward practice in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport offices was low.

Additionally, the aforementioned table demonstrates that the mean average for training and development practices is 2.18%. The respondents didn't agree with this practice, going on the supposition stated above. In addition to the mean result mentioned above, 68.41% of the total respondents disagreed with the frequency distribution percentages of this practice. This demonstrated the lack of training and development practice at the youth and sports offices in the Bahir Dar, Awi, West Gojjam, and South Gondar zones.

Finally, the researcher asked about employees' perceptions of their own performance levels. The mean score result fell under the disagreed level. Furthermore, the frequency distribution percentage of this practice showed that 63.21% of the total respondents disagreed with their own performance. Therefore, in this study, the researcher can conclude that human resource practice (recruitment and selection, reward management, performance appraisals, training,

and development) and employee performance in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport offices. The respondents disagreed, and the level of these practices was low.

## **Section Two: the relationship between HRM practices and Employee Performance**

The most crucial aspect of research is figuring out how two or more variables relate to one another. A statistical method known as correlation is used to determine whether a relationship between variables exists. To assess whether two or more variables are related and the strength of the relationship between or among the variables, (534) (Allan, 2009) from one to one, the correlation coefficients have been measured. In other words, a positive relationship between the variables is said to exist if the correlation coefficient is between 0 and 1. A negative association between the variables is stated to exist when the correlation coefficient is between -1 and 0. They are referred to be perfect positive and perfect negative, respectively, if the correlation value is exactly +1 and -1. The correlation coefficient is symbolized by  $r$ . When we come to this study, the research would identify a relationship between human resource practice and perceived employee performance. Based on the questionnaires that were filled by the employees of the Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth sport offices. On HRM practice and employee performance, the result of the correlation analysis between those variables is listed in the table below.

**Table 4.4 The Correlation between HRM practices and employee performance**

		<b>Correlations</b>				
		<b>RS</b>	<b>PA</b>	<b>RM</b>	<b>TND</b>	<b>EP</b>
RA	Pearson Correlation	1				
	Sig.(2-tailed)					
	N	90				
PA	Pearson Correlation	.795**	1			
	Sig.(2-tailed)	.000				
	N	90	90			
RM	Pearson Correlation	.645**	.739**	1		
	Sig.(2-tailed)	.000	.000			
	N	90	90	90		
TD	Pearson Correlation	.618**	.728**	.760**	1	
	Sig.(2-tailed)	.000	.000	.000		
	N	90	90	90	90	
EP	<b>Pearson Correlation</b>	<b>.613**</b>	<b>.739**</b>	<b>.698**</b>	<b>.856**</b>	<b>1</b>
	<b>Sig.(2-tailed)</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	<b>.000</b>	
	N	90	90	90	90	90
**.Correlation is significant at the 0.01level (2-tailed).						

Source: Own Survey (2022)

Where EP- Employee performance RM-Reward Management, TND-Training and Development RS-Recruitment & Selection, PA-Performance appraisal

To assess the level of correlation between the dependent variable, perceived employee performance, and the independent variables, perceived performance evaluation, perceived

reward management, recruitment and selection, and perceived training and development, a Pearson correlation test was conducted as shown in table 4.4 According to the table, the dependent variable (perceived employee performance) and the independent variables (recruitment and selection, performance appraisal, reward management, training, and development) have a significant and positive correlation. The correlation coefficients for these variables are 0.613, 0.739, 0.698, and 0.856, respectively.

According to the correlation table (4.4), employee performance is correlated with all independent variables (recruitment and selection, performance appraisal, reward management, training, and development), and this correlation has the highest correlation coefficient  $r = (0.61, 0.73, 0.69, \text{ and } 0.85, \text{ respectively, which is a P value less than } 0.05)$  All of the independent factors are significant and, as the table shows, positively connect to the dependent variable, which is perceived employee performance.

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

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

Therefore, in this study we can conclude that recruitment and selection, reward management, performance appraisals, and training and development have strong positive relationships with employee performance in Bahir Dar city, Awi, West Gojjam and South Gondar, zone youth and sports offices

### **Section Three: Effect of human Resource practice on employee performance**

#### **4.5 Regression analysis**

To ensure that the data gathered accurately represents the sample and that the researcher has achieved the best findings, it is required to satisfy the assumptions of regression analysis (Hair et al., 1998). The individual variables in this study were analyzed by using two regression analysis assumptions: multi- collinearity and linearity (Hair et al., 1998). The next paragraphs provide explanations for each assumption.



### 4.5.1 Multi-Collinearity Diagnostics:

The results of multi-collinearity confirm that there are no high correlations between the independent variables using the Variance Inflation Factor (VIF) and a Tolerance test for each variable to ensure the independence of errors. Taking into account the Variance Inflation Factor, which has not exceeded the allowable value of 10, the Tolerance value is greater than 0.2.

	<b>Tolerance</b>	<b>(VIF)</b>
<b>Recruitment and Selection</b>	<b>0.360</b>	<b>2.779</b>
<b>Performance Appraisal</b>	<b>0.256</b>	<b>3.902</b>
<b>Reward Management</b>	<b>0.345</b>	<b>2.902</b>
<b>Training and Development</b>	<b>0.361</b>	<b>2.770</b>

*Table 4.5 shows the results of these tests*

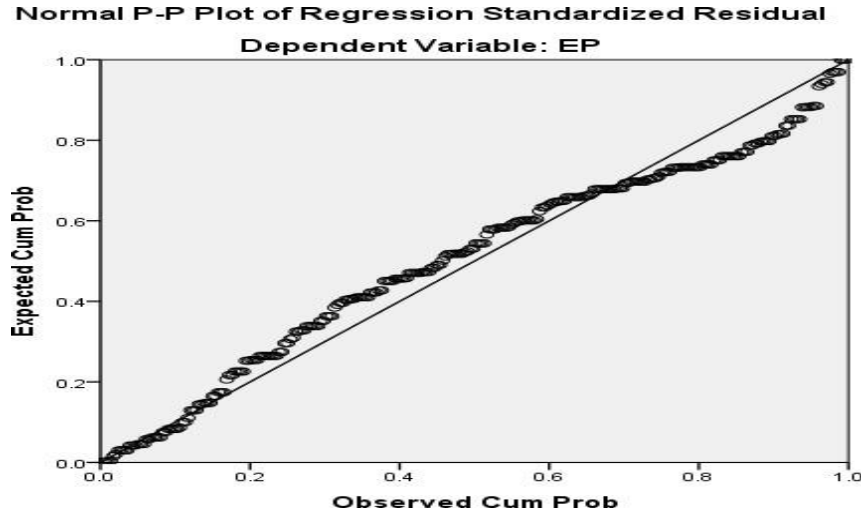
Source: Survey (2022)

The Tolerance and VIF values were used to test the multi-collinearity in this study. All independent variables (recruitment and selection, performance appraisal, reward management, and training and development) have a Tolerance value greater than 0.2 and a VIF value less than 10, as indicated in Table 4.5. In other words, the data that were checked for multi collinearity were passed for further regression analysis.

### 4.5.2 Homoscedacity test

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

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



**Figure 4.1 Homoscedacity test**

Source: own survey (2022)

#### 4.5.2.1 Normality test

**Table 4.7: Skewness and Kurtosis Test result**

Statistics		RS	PA	RM	TD	EP
N	Valid	90	90	90	90	90
	Missing	0	0	0	0	0
Skewness		.444	.628	.413	.634	.572
Std. Error of Skewness		.254	.254	.254	.254	.254
Kurtosis		.004	.556	.057	2.040	.735
Std. Error of Kurtosis		.503	.503	.503	.503	.503

Source: own survey (2022)

The Kurtosis test may thus be used with SPSS version 26 to assess one of our assumptions or normality tests. Even though the distribution is positively skewed, as seen in Table 4.6, we may argue that it is about normal. A normal curve is symmetrical because it has no skewness. Training and development and employee performance have almost kurtosis values of 3, while the other variables—recruitment and selection, performance evaluation, and incentive management—had values that are lower than the norm. This is according to the reference of the kurtosis measure.

#### **4.6 Effect of human Resource practice on employee performance**

A multiple regression correlation R can also be performed to assess if there is a significant correlation between the independent variables and the dependent variable. When a statistician believes there are several independent variables influencing the dependent variable's variation, multiple regression analysis is utilized. The accuracy of predictions for the dependent variable over one independent variable can thus be improved by using this methodology (Bluman, 2007).

The general form of the multiple regression equation with k independent variables is

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

Where Y = the Predicted Dependent Variable

$b_0$  = Constant  $b_1$ ,  $b_2$  and  $b_n$  unstandardized regression coefficients

$X_1$ ,  $X_2$ , and  $x_n$  are the explanatory variables, and the error term  $\epsilon$  (the Greek letter epsilon) is a random variable. In multiple regressions, the strength of the relationship between the independent variables and the dependent variable is measured by a correlation coefficient. This multiple correlation coefficient is symbolized by R.

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

**Table 4.8 Model Summary**

Model Summary b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.873a	.762	.750	.33483
Predictors: (Constant), TND, RS, RM, PA				
Dependent Variable: EP				

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

B. Dependent variable: employee performance

Where TND= training and development

RS= recruitment and selection

RM= Reward Management

PA= performance Appraisal

In the model summary above, the multiple regression of correlation efficiency  $R = 0.873$  represents the correlation between employee performance and the independent variables, which are (training and development, recruitment and selection, reward management, and performance appraisal). R square represents the proportion of the dependent variable's variation that can be explained by the independent variables (0.762). Adjusted R Square ( $R = 0.750$ ). This means 75.0% of the variation in employee performance is due to the predictors (recruitment and selection, performance appraisal, training and development, and reward management). The remaining 25.1% of the variation in employee performance is explained by other variables not in this model or variables that are not incorporated in this study.

**Table 4.10 ANOVA**

ANOVAa						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	30.460	4	7.615	67.925	.000b
	Residual	9.529	85	.112		
	Total	39.989	89			
Dependent Variable: EP						
b. Predictors:(Constant),TND,RS,RM,PA						

Source: Survey data (2022)

Dependent Variable: EP

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

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

**Table 4.11 Regression Coefficient**

Coefficients a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-.014	.145		-.095	.924		
RS	-.002	.075	-.002	-.024	.981	.360	2.779
PA	.256	.109	.245	2.344	.021	.256	3.902
RM	.003	.079	.004	.039	.969	.345	2.902
TND	.761	.099	.677	7.679	.000	.361	2.770
Dependent Variable: EP							

Source: Survey data (2022)

The regression analysis model table above shows clearly that the relationship between the independent and dependent variables is linear. The recruiting, screening, and reward management practices both have significant values of  $P = 0.000$ , which is less than 0.05, and are positive, according to the model coefficient table. Therefore, the two variables were insignificant to the perceived employee performance in the Bahir Dar city, Awi, West Gojjam and South Gondar zone youth and sport offices.

According to the beta coefficient analysis, training and development have  $\beta = 0.677$ . This implies that a boost of one unit in training and development will result in a 67.7% improvement in employee performance. Performance appraisal has  $\beta = 0.245$ . Accordingly, a one-unit increase in reward management will lead to a 24.5% increase in employee performance. Performance evaluation has the most influence on employee performance in zone sports offices out of the two predictors.

## 4.7 Discussion

The study sought to assess the practice of HRM practices on employees in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport offices. The results of the descriptive analysis show that employees on average disagree with the four HRM practices such as recruitment & selection, performance appraisal, performance management, and training & development. This is shown by the mean value falling between 1.5 and 2.5, which can be regarded as disagreeable (Burn, 2003). The finding suggests that the offices were not performing HRM practices in a good manner. But according to other studies (Gürbüz, 2009; Dessler, 2007; Beard, et al., 2004; Noe, et al., 2007), HRM is defined as the philosophy, policies, procedures, and practices related to the management of people within the organization, including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training, and development.

This study investigates the relationship between HRM practices and employee performance in some selected Amhara region youth and sports offices. The results of the correlation model summarized in Table 4.8 show a correlation of 0.873 between HRM practices and performance. In addition, the regression results in Table 4.11 support that HRM practices positively influence employees' performance. In general, our findings provide evidence that a relationship exists between HRM practices and employee performance. The findings support previous empirical research studies that demonstrated a positive relationship between HRM practices and organizational performance (Huselid, 1995; McDuffie, 1995; Huselid et al. 1997; Wright et al. 1999; Fey et al. 2000; Shadzaad et al. 2008; Nayaab et al. 2011). The results of the multiple regression analysis revealed that of the 4 HRM practices examined, only training and development ( $= 0.77, p 0.05$ ) and performance appraisal ( $= 0.245, p 0.05$ ) were found to be significant predictors of performance, while recruitment and selection ( $= -0.002, p > 0.05$ ) and reward management ( $= -0.004, p > 0.05$ ) had no significant effect on performance. Likewise, Jehanzeb and Rasheed (2013) argue that training and development can lead to superior knowledge, skills, abilities, and attitudes of employees that enhance and can improve workforce utilization and will potentially increase employee performance, which was also supported by Osibanjo & Abiodun (2011) and Priya (2013). According to Niaz (2014), another predictor of employee job satisfaction is performance appraisal. He

argues that performance appraisal leads to pay raises, promotion, and training. It is assumed that a better performance appraisal can have an effect on perceived employee performance.

On the contrary, Drucker (1999) argued that training is an expensive way of attempting to enhance employee productivity. The results of their study are consistent with Shadzad et al. (2008), who found a negative correlation between performance evaluation and perceived employee performance.

This study also attempted to assess to what extent the human resource management practices affect the employees' performance in Bahir Dar city, West Gojjam, South Gondar, and Awi zone youth and sport offices. According to the adjusted R Square result in table 4.8 ( $R = 0.750$ ) ( $p < 0.05$ ), (recruitment and selection, performance appraisal, training and development, and reward management) account for 75.0% of the positive variation in employee performance. The remaining 25.1% of the variation in employee performance is explained by other variables. Mohamed et al. (2018) argue that ( $R = 0.5$ ) ( $p < 0.05$ ) (recruitment and selection, performance appraisal, training and development, and reward management) positive variation in employee performance and The mean score result fell under the disagreed level of this practice showed that 63.21% of the total respondents argue that low level of performance.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **SUMMARY**

The main goal of this study was to determine the effect of HRM practices on perceived employee performance in the cases of the youth and sports offices in Bahir Dar city, Awi, West Gojjam, and South Gondar zone. The research was guided by the three specific objectives of this study. The major findings of this study are summarized and presented as follows:

Concerning the first research object, i.e., assessing the practice of Human Resource Management (HRM) in Bahir Dar city, Awi, West Gojjam, and South Gondar, zone youth and sport offices, the result of this study revealed that:

The recruiting and selection, reward management, performance evaluation, and training and development methods had low means and standard deviations. This implies that the practice of these key HRM functions is least practiced by the organization.

The second objective of this study was to examine the relationship between HRM practices (recruitment and selection, training and development, performance appraisal, and reward management) and perceived employee performance.

The correlation analysis shows a strong and significant relationship between perceived employee performance and human resource practices. The strongest correlation is between perceived employee performance and training and development. Performance appraisal and employee performance have the second-highest correlation. Reward management and employee performance have the third-highest connection, and recruiting and selecting practices and employee performance have the fourth-highest correlation. This allows the researcher to conclude that there is a significant and positive connection between all HRM practices and employee performance.

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

The regression model summary result has established that 75.0% of the variation in employee

performance is due to the predictors or independent variables (recruitment and selection, performance appraisal, reward management, training, and development). Based on the standardized coefficients, training and development account for the greatest effect on an employee's performance, followed by reward management.]

The correlation and regression analysis, which has a 0.000 p-value, has shown this. As a result, H2 and H4 are acceptable. On the other side, there is less correlation between employee performance and reward management and recruitment and selection. Therefore, H1 and H3 are ignored.

## **5.1 CONCLUSION OF THE STUDY**

In sports organizations, human resource management practices are essential. The efficiency of the organization and its employees should increase with the use of modernized HRM practices. In this study, the researcher looked at the relationships between the dependent variable, perceived employee performance, and four independent variables: recruiting and selection; performance appraisal; reward management; and training and development.

Concerning the status of HRM practice, the aggregate mean rate of variables shows that they fall between 2.1 and 2.3. The researcher can conclude that those zone sport offices have low HRM practices and employee performance.

Concerning HRM practices and employee performance relationships, the correlation coefficient shows that there is a positive and significant relationship between HRM practices and employee performance.

Concerning the effect of HRM practices on employee performance, the variation of predictor variables (human resource management practices) affects perceived employee performance by 75.0%. Based on the standardized coefficients, training and development account for the greatest rate of effect on an employee's performance, followed by performance appraisal. The findings in relation to recruitment and selection, as well as reward management, are consistent with other researcher findings. The researcher can conclude that HRM practices (recruitment & selection and reward management) in Bahir Dar city, West Gojjam, South Gondar, Awi zone youth, and sport offices highly affect employee performance.

## 5.2 Recommendation

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

- ✚ The training and development program should be designed based on gap analysis in order to enhance the capacity of zone employees and prepare them for greater success in the offices.
- ✚ The study also suggests that establishing a network with higher education institutions is critical in order to address successful tanning and employee development. The zone sport offices should also conduct an impact assessment to evaluate the training's effectiveness and outcomes.
- ✚ Furthermore, Performance appraisal activities should be carried out critically rather than for the sake of formality. A 360-degree performance evaluation technique is also proposed to measure employees' achievement levels and address any gaps.
- ✚ Performance appraisal should be guided by the performance management policy. Employee's performance should be assessed based on quantifiable standards and feedback be given to employees on their performance.
- ✚ The appraisal system should be explicitly described specific purpose of the appraisal. Organizations that clearly state the purpose for the appraisal reduce the confusion and ambiguity of the process. The goal should be that everyone knows why to conduct appraisals.
- ✚ Even though the regression analysis result showed the performance reward management and recruitment & selection have insignificant effect on employee's performance, based on the descriptive analysis generally,
- ✚ Human resources, which are considered as the greatest asset of an organization, refer to people whose knowledge, skills, and abilities are utilized to create and to deliver effective services. Effective recruitment and selection attracts the right quality and

quantity of people, develops the knowledge, skills, and abilities of employees, and retains employees within the organization. The zone sport offices need to have an effective recruitment policy to promote scientific selection of prospective employees. The expertise should participate in selection process as they

- ✚ Reward management is critical in enhancing performance; hence the organization should implement this to motivate those employees who achieve the set targets.
- ✚ This study has an addition to earlier research efforts in understanding the relationship between organizational performance and HRM practices. The study provides new dimensions in the research of management by opening a debate on the importance of HRM practices in organizational performance. Statistically significant correlations and regression results were indicated that different HRM practices, such as recruitment & selection, training & development, performance appraisal and compensation system are significantly related and make positive contributions towards perceived employee performance.
- ✚ Employees should make it a tradition to work effectively and reliably, whether on schedule and in an acceptable way, to increase their work efficiency once more. Employees can retain, build, and strengthen their skills while ensuring that the work climate is in good working order.

Furthermore, additional studies on human resource management practices and employee performance might be conducted to increase the knowledge base in this topic area.

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**APENDEX 1:**  
**BAHIR DARUNIVERSITY**  
**GRADUATE STUDIES OFFICE**  
**SPORT ACADEMY**  
**DEPARTMENT OF SPORT SCIENCE**

Questionnaires on the Effect of Human Resource Practices On perceived  
Employee Performance in Some Selected Amhara Regional State Zone Youth  
and Sport Offices.

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

**General guide lines:**

- ✓ No need of writing your name
- ✓ Put your level of agreement by putting (✓) sign. Thank you!!
- ✓ Email address:yaredsint8@gmail.com

**Respondent Demographic Information**

Gender			
Male	<input type="checkbox"/>	female	<input type="checkbox"/>
Age			
18-30 years	<input type="checkbox"/>	41-50 years	<input type="checkbox"/>
31-40 years	<input type="checkbox"/>	41-50 years	<input type="checkbox"/>
Marital status			
Single	<input type="checkbox"/>	married	<input type="checkbox"/>
Divorced	<input type="checkbox"/>		
Educational level			
Primary	<input type="checkbox"/>	Diploma	<input type="checkbox"/>
Secondary	<input type="checkbox"/>	Degree	<input type="checkbox"/>
Above	<input type="checkbox"/>		
Experience			
1 – 5 years	<input type="checkbox"/>	6-10 years	<input type="checkbox"/>
11-15 years	<input type="checkbox"/>	16-20 years	<input type="checkbox"/>

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

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

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

RM1	Pay increments offered by our office are satisfactory					
RM2	Rewards in our office are strictly linked to employee performance.					
RM3	We are satisfied with the benefits we receive.					
RM4	Rewards and incentives are fairly distributed in our office					
RM5	The existing reward and incentive plans motivate us for better performance					
TD	Training and Development					
TD1	Extensive training programs are provided for employees in all aspects.					
TD2	I have training opportunities to learn and grow.					
TD3	I am selected for training programs that suit my job needs most					
TD4	Training needs are identified through a formal performance appraisal mechanism					
TD5	Training programs have improved my decision making and problem solving skills					
TD6	My communication and working relationships with co-workers have improved due to training					
TD7	I feel better equipped to tackle unexpected events with skill and confidence.					
EP	Employee Performance					
EP1	My performance is better than that of my colleagues with similar qualifications					
EP2	We have good working relations between me and my colleagues					
EP3	I am able to find solutions to the various challenges I encounter in my work We have					
EP4	I am able to finish my work on time.					

EP5	I rarely have to repeat a task because it was not done properly					
EP6	The quality of my output is quite good					
EP7	Customers have never raised a complaint about my service					
EP8	I am able to provide necessary information that would assist others to complete their tasks					
EP9	We assist each other in handling tasks that are challenging					