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TECHNOLOGU AND MANAGEMENT

Assessing the Effect of Human Resources Management Practices on Employee Performance: A Case of Defense Construction Enterprise

*A Thesis Submitted to the School of Graduate Studies of Addis College in Partial
Fulfillment of the Requirements for the Award of the Degree of Master of Science in
Construction Technology and Management.*

By

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September, 2021

DECLARATION

I hereby declare that this thesis entitled “Assessing the Effect of Human Resources Management Practices on Employee Performance: A Case of Defense Construction Enterprise”, has been Carried out by me under the guidance and supervision of Main Advisor Dr. Meseret Getnet. The thesis is original and has not been submitted for the award of degree of diploma any university or institutions.

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CERTIFICATE

This is to certify that the thesis entities “Assessing the Effect of Human Resources Management Practices on Employee Performance: A Case of Defense Construction Enterprise”, Submitted to Addis College for the award of the Degree of Master of Science in Construction Technology and Management and is a record of Valuable research work carried out by Mr. Yohannes Sisay under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree of diploma.

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LIST OF ACRONYMS

HRR	Human Resource Management
HR	Human Resource
PA	Performance Appraisal
TD	Training and Development
RS	Recruitment and Selected

ABSTRACT

The purpose of the study was to Assessing the Effect of Human Resources Management Practices on Employee Performance of Defense Construction Enterprise”, Human resource management (HRM) practice enhances employee efficiency, effectively, commitment and productivity of employee performance. Descriptive &explanatory research design was adapted to answer the research problem. A total number of 284 set of questionnaires was collected from the respondent. Semi structured interview were conducted to six team leaders, the respondent were selected using stratified sampling design &simple random sampling technique. Both primary & secondary source of data were used to collect data. Descriptive & Inferential statistics was utilized to analysis the collected data with the help of statistical package for social sciences (SPSS 20.0). The research finding shows that organization recruitment and selection practice that the right person not assigned at right job and selection of candidate not based on merit, after training & development employee not evaluate the perceived level of change in job knowledge. The criteria used in appraisal practice not actual measure of employee performance. Compensation practices of the organization not have the system to recognize the effort of employees. Poor HR practice in organization. The findings indicate that significant relationship was found between independent variable and dependent variable. Based on the finding of this study, Defense Construction Enterprise (Semite site) should work towards improving the human resource practice to achieve the goal of Organization. Key Words: Compensation, Training & Development, Performance Appraisal & Recruitment Selection.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Human resource (HR) is a business's most valuable asset and the source of competitive advantage. Without proper human resource, the firm will be unable to meet its goals and objectives. As a result, managing human resources is critical to an organization's success. Human resource management (HRM) refers to the policies and procedures that affect employee behavior, performance, and attitude (De Cieri et al, 2008). In recent years, there has been an increasing interest in managing knowledge-based enterprises (Robertson and Swan, 2004). Human resource management (HRM) refers to the policies and procedures that govern the human resource (HR) aspects of management positions, such as human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations. Dressler, (2007). HRM is composed of the policies, practice and system that influence employees: behavior, attitude, and performance (Gerhart & Wright, 2008). The effective implementation of human resource practices in an organization is a key source of competitive advantage and is positively correlated with performance. Human resource practice is a foreign concept and an aspect of organization management, designed to directly affect the staff in the organization.

Employee performance in an organizational environment is usually defined as the contribution of the members of the organization to the achievement of organizational goals. Human resource practice is the main means to influence and shape personal work skills, attitudes and behaviors to achieve organizational goals. Human resource management practices improve employee efficiency and performance by attracting, identifying, and releasing employees with knowledge, skills, and abilities, and allowing them to act in a way that supports organizational goals. As a result, it is important that organization adapts human resources management practice that makes best use of its employees. 2

As supported by (Lee 2007) HRM practices on employee performance, namely training and development, team work, performance appraisal, Compensation/ incentive and

employee security help improve performance of employee productivity, product quality. Human resource management practice influence employee skills through the acquisition and development of firm's human capital. Recruiting procedures that provide a large pool of qualified applicants, paired with a reliable and valid selection regimen, will have a substantial influence over the quality and type of skills new employees possess. Providing formal and informal training, experiences, such as basic skills training, on-the-job experience, coaching, monitoring and management development can further influence employee's development. Performance appraisal is intended to be, for the improvement of employee productivity and performance as it is a formal process of monitoring the employees (Brown and Heywood, 2005). Employees can be made more productive / efficient and committed towards the organization by using appropriate performance appraisal systems (Brown and Benson, 2000).

Effective appraisal practice should improve the performance of employee in the future, it can also suggest for the rewards and career development of employee. The system which only measures the performance of employee once in a year without providing a continuous feedback and coaching is just a performance appraisal not the complete performance management system, because performance management is much more than only measuring the performance (Halachimi, 2005). Performance appraisal is an obligatory process in which a rater measures the employee's traits / behaviors individually and described in a specific time period and the record is maintained by the organization (Coens and Jenkins, 2000).

The federal government of the Democratic Republic of Ethiopia has formed developmental public corporations to meet this growing need. On the one hand, the establishment of these public firms aims to boost the country's socioeconomic development.

Defense Construction Enterprise is one of the youngest construction organizations in Ethiopia. In spite of its experience, not modernized in human resource management practice, the organization is wasting its resource by wrong human resource practices for employee performance (Mohammed & Javed 2012). And again, due to lack of efficient Human Resource (HR) practice reduce employee's productivity towards their organization and ultimately that affects their commitment to the organization (Husain Majumder, 2012).

Therefore, based on the above background, this study will examine the relationship between human resource management practices with employee performance in Defense Construction Enterprise.

1.2 Statement of the problem

According to his research, employee performance has a substantial influence on organizational performance (Gungor, 2011). In a number of human resources applications, organizations attempt to develop, inspire, and improve the performance of their personnel. As a result, performance management should be a key component of an organization's HRM system, as it has an impact on employee performance.

Employees are a key source of competitive advantage in service-oriented firms (Luthans & Stajkovic 1999). They went on to say that the implications for practice are that feedback and social reinforcers may have just as much of an influence on performance as money. (Gerhart and Milkovich 1992; Arthur 1994; Huselid in, 1995; McDuffie, 1995; Guest, 1997) published systematic studies that linked human resource management (HRM) practices and performance after a large number of researchers were conducted on different sectors of different countries, the majority of the researcher showed significant impact of human resource management (HRM) practices on employees.

Marquez (2007) suggested in his research One of the most critical factors affecting an organization's performance is employee performance. Acquiring competent individuals, assessing their performance, developing their talents, motivating them to higher levels of performance, and maintaining their commitment to the firm are all critical stages in increasing employee performance and attaining organizational objectives.

Hence, a good human resource management system and practice may assist a business meet the needs of its personnel as well as its overall goals. An examination of previous research on human resource management (HRM) has revealed certain direct effects on human resource practice results, which are predicted to explain part of the diversity in organizational performance (Guest, 1997). Knowledge, skill, and ability or competence are examples of such outcomes.

Management of human resources (Martine, 1995) HRM practices are the primary means by

which organizations can influence and shape the skills, attitude, and behavior of individuals in order to do their work and achieve organizational goals. According to empirical study results, organizations with ineffective human resource management systems and practices are unable to acquire competent people, properly assess their performance, and motivate them to achieve organizational goals.

Staff performance is inextricably related to the success of the company. HRM practice is a critical aspect that has a direct impact on staff performance in successful organizations. (Aycan et al., 2000) performed a research in the Pakistan textile sector to assess the link between human resource practices and employee performance. Five (5) human resource techniques are investigated by the researcher (training and development, performance appraisal, career planning system, employee participation and compensation system).

The end result indicates that Human resource management (HRM) procedures have a positive influence on employee's overall performance. The impact of HRM practices on the success of Malaysian private firms, as explained by the researcher (Chew, 2005) claims that Malaysian private businesses do not include human resource management into their operations. In order to comprehend what factors drive company success, it is necessary to first identify the human resource management practices that impact company performance. The researcher reproduced their findings with reference to human resource practice study in industrialized nations. Six human resource practices (training and development, teamwork, compensation/incentives, HR planning, performance assessment, and employee security) are examined in this study.

Current study conducted by (Soomro et al., 2011) it was found that human resource management practices (training, selection, career planning, staff participation, job explanation, performance appraisal and compensation) are related positively with staff performance. (Teseema and Soetors 2006) also studied 8 human resource (HR) practices and their relationship with perceived employee performance. The eight practices include recruitment and selection practices, placement practices, training practices, compensation practices, employee performance evaluation practices, promotion practices, grievance handling procedure practices, and pension or social security, the result indicates that all HR practice have significant effect on the overall performance of employee.

Human resource management (HRM) practice and employee performance were published by (Hueslid in 1995, MacDuffic,1995) and (Guest,1995), and a significant number of researchers were done on different sectors of different nations as a result of the above-mentioned systematic investigations. Human resource procedures have a considerable impact on employee performance, according to the majority of them, according to the study. According to those empirical study results, it was accepted that human resource management (HRM) practices is positively related to employee performance (Delery and Doty 1996), but there is great need for additional evidence to support the HRM – with performance relationship from different context. There are many HR practices, out of them four HR practices were chosen for this research after careful reviews of literature. Through observation it is found that human resource (HRM) practices are very less implanted Defense Construction Enterprise. What make this situation worse that the write man not assigned at the Wright position, Defense Construction not properly handle its competent employees, due to the lack of accountability and job security, most employee have a superficial attitude towards their work more over there is the unavailability of job description for more employees. this problem occurs by poor staffing and management competencies, The organization is wasting its resource by wrong Human Resource practice (Muhammad Javed 2012). and lack of efficient Human resource practice reduce employee productivity towards their organization and ultimately that affect their commitment to the organization (Hussain, Majumder 2012). The investigation of those influence can lead to stronger HR practices and create awareness on effective practices that can sustain the presence of outcome that deliver quality and best HR practices new and the long run.

Taking these problems into consideration, this study intended to examine the Human resource management practices of the Defense Construction Enterprise. with particular focus on Recruitment and Selection, Training and Development, Performance appraisal and Compensation.

1.3 Objective of the study

1.3.1 General Objective

The general objective of this study is to Assess the effect of human resources management practice on employee performance in the case of Defense Construction Enterprise.

1.3.2 Specific Objectives

In order to materialize the general objective of the following specific objectives were considered:

- To evaluate the existing HRM practice in Defense construction enterprise.
- To investigate the impact of human resource management component on employee performance in Defense construction enterprise.
- To develop a regression model for the relationship between human resource management practice and employee performance.

1.4 Scope of the study

This particular research was centered on the effect of human resource (HR) practice on worker performance. Human resource procedures like as recruiting and selection, training and development, performance assessment, and remuneration Defense Construction Semite site are among those that have an impact on employee performance.

1.5 Limitations of the study

The aim of this study was to see how HR practices affected employee performance. Management's refusal to launch a few statistics was one of the examiner's key limitations for the researcher. the researcher chose four HR strategies based totally on research performed out of doors of Ethiopia. They're become a quandary of bundling human aid practices in Africa, especially in Ethiopia, in which maximum research targeted on unmarried-base HR practices.

1.6 Significance of the study

The outcomes of this study, which examines the link between HR procedures and employee performance, are predicted to be noteworthy. The importance of this research can be directed out from different beneficiary's view;

- Concerned entities, such as performance management bodies, may utilize it as an input when developing human resource management strategies.
- It might serve as a starting point for other researchers who are interested in learning more about the subject.
- The study's findings are essential because they give insight into the numerous human resource management techniques that are required for the suggestion.

1.7 Organization of the paper

The examination is separated into five parts. The primary section gives foundation data, research difficulties, destinations, and a rundown of the examination just as the investigation's significance.

An audit of important writing on the themes, just as a meaning of human asset the executives and HRM practice, are canvassed in the subsequent part. The last segment clarifies and guards their exploration approach, which was altered for the examination. It portrays the strategy for social event essential information. Section 4 presents the discoveries because of HRM strategies on representative execution at Defense narrowing. The differentiation among engaging and inferential examination is likewise clarified.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This specific chapter covers collected works related to HRM practice and its influence on employee performance, classified in to two major parts. The first part will cover theoretical literature while the second will cover empirical/scientific studies that have been done through the years by many academics.

2.2 Human Resource Practice Concept

Human resource management (HRM) encompasses the policies and procedures that govern the human resource (HR) aspects of management positions, such as human resource planning, job analysis, recruitment and selection, orientation, compensation, performance appraisal, training and development, and labor relations (Dessler, 2007). HRM is made up of policies, procedures, and systems that have an impact on an employee's behavior, attitude, and productivity. Tich and Devanamodel, Harvard model, Guest model, and Warwick model are the top four HRM models (Barton and Gold, 1999).

The Guest model of HRM is believed to be far superior than the other models. Employee perceptions, according to Karstan (2007), give a broader appraisal of HRM systems. They also found that HRM practices like as recruiting and selection, training and development, performance assessment, and remuneration are all good. HR practice is favorably connected with employee performance, according to (Qureshi et al, 2007). (Huselid1995) argues that the impact of HRM on employee behavior leads to increased employee effectiveness. According to (Patterson et al., 1997), HR practices in selection and training have an impact on employee performance when relevant skills are available. (Verboten 2008) claimed that both quality and quantity performance are favorably correlated.

2.3 Recruitment and Selection

The process of obtaining competent applicants for open jobs inside a company is known as recruitment (Mathis,2004). The practice of selection is a decision-making process or psychological calculation of suitability that entails picking the most eligible individuals who meet the qualifications for a particular position (price,2004). Business enterprises may obtain the necessary human resources by using recruitment and selection to achieve their goals and objectives (Dessler,2010) (Huselid,1995). In the changing marketplaces, successful recruiting also helps companies to respond to market opportunities and challenges in a proactive manner Gold and Bratton (2007, p239).

Effective human resource strategies that succeed in recruiting and maintaining a committed and motivated work force can play a critical role in shaping an organization's effectiveness and performance. Performance improvements are not only a result of a well-functioning system, but also depend on effective human resource strategies that succeed in recruiting and retaining a committed and motivated work force. (Al-Ahmadi, 2009) (Lunch & Smith, 2010) & (Al-Ahmadi,2009) (Cunningham.1999).

Recruitment and selection are the first step in evaluating employees. It entails identifying, attracting, and selecting the most qualified candidate who meets the organization's employment needs. It is a critical procedure to follow, since failure to do so might result in ineffective recruiting and selection. (Ramey & Qureshi, 2006) Employee performance is positively connected with HR practices; however, selection and training have a greater impact on performance than other activities.

(Chand & Katu 2007) found that recruitment and selection, which are both part of the HRM system, are highly linked to profitability, implying that management should focus on these HRM activities (recruitment and selection) to enhance the organization's profit. (O'Meara & Petzall 2009) discovered that questionnaire respondents indicated that hr executives conducted a job analysis for the specific function, which included competence, knowledge, and experience. It's crucial to think about how well you'll fit in.

Many studies have found a positive relationship between recruitment and selection and employee performance. Recruitment and selection are integrated factors that affect

employee performance. They recruit and select appropriate employees for suitable positions of work. They have close relationships and connections with the organization's development.

HRM outputs were utilized as mediating factors between HR practices and employee performance, and also the association between recruitment and selection and employee performance was proved to be favorable.

According to a similar research by Smith and Lynch, the initial phase in the employee assessment process is recruiting and selection. This is tied to identifying, attracting, and selecting the best candidate to gratify the organization's employment criteria.

(Marques 2007) Involvement of HR in the recruiting process helps to improve employee knowledge and needed skills. It's also useful for determining whether or not employees need to upgrade their skills. Good communication appears to have a synergistic effect on the quality of the workforce as a result of such participation.

According to Qureshi and Ramey, HRM practices are positively and significantly linked with employee performance, with training and selection being the most important factor affecting employee performance among all other practices. Based on the previous studies, it can be safely assumed that recruitment and selection have a positive impact on employee performance.

2.4 Training and Development

In accordance with (Guest 1997), training and development is one of the most important human resource management techniques that has a beneficial impact on the knowledge, capability, and skill of the workforce. In the end, the impacts have a greater impact on employee work performance and the creation of super firms. Training provides individuals with the skills, talents, and knowledge necessary by the position (Danville Delvalle, et al 2009).

This impact may be explained as follows: if the company is interested in investing in employee training and giving them confidence that they will be counted on in the future, they will make an effort and provide their best at their work in an effective manner. Compared to informal training, formal training is more effective and strongly correlated

with performance (Denby et al., 2010). Training is a continuous process that is regularly refreshed and revised based on the needs and requirements of the participants, with encouragement to review the material after the training is completed.

Because training requirements differ by sector, it's impossible to say if a given industry or company should train once a year, twice a year, or once every three months. Wilson & Western (Wilson & Western, 2006), Sometimes training plans for the following year remain the same, indicating that probable job-related requirements are not being addressed by both the management and the employee. External trainers provide a wealth of valuable and diverse expertise of multi-corporate environments to share with trainees and internal trainers, therefore the kind of trainer is entirely dependent on the nature of the training.

As a result, it is advantageous for them to learn information in order to make their duties easier and more effective. (Tzafrir 2005) also emphasized the importance of these trainings in the development of human capital. Employees may feel obligated to the firm if they participate in training programs.

Employees need training to execute specialized professions since most professions demand specialized skills and knowledge that make the work much simpler to complete and benefit the employee. (Qureshi et al. 2007) believe that training as a practice has a very beneficial influence on employee performance since the study discovered a substantially favorable association.

The primary goal of training and development is to improve employee skill knowledge in order for businesses to optimize the efficiency and effectiveness of their human resources (Meyer and Smith 2000).

Employee performance refers to the degree to which the mission is accomplished at work, as measured by the employee's job performance (Cascio 2005). Performance is seen differently by various academics.

The majority of academics used the term "performance" to describe the many ways in which transactional efficiency, as well as input and output efficiency, might be measured. Effective training and development, according to researchers, is critical for people, organizations, and their success (Devi & Shaik 2012).

2.5 Performance Appraisal

(Francis and Klener) and (Boice & Kleiner 1997) Employee evaluations, also known as performance assessments, are essential for the organization's operations as well as employee progress. It is vital to rate personnel since it aids in the identification of the organization's top positions. A good job assessment of the staff is required to recognize them, which also aids in rewarding them when appropriate.

Implementing a performance appraisal system is a tough and time-consuming task since it necessitates an accurate and fair assessment of an employee's performance. Performance assessment systems can boost employee commitment and productivity (Brown and Benson, 2003). Performance assessment is a systematic method of worker monitoring that is meant to be used as a management tool to improve worker productivity and performance (Shazed et. al. 2008). In terms of the process of watching and assessing employee performance and offering feedback, the performance evaluation system is a potentially crucial approach for establishing a productive workforce.

They are given performance appraisals as a means of boosting employee performance. It is widely acknowledged as the key human resource management intervention for providing employees with feedback on their work-related accomplishments, with the goal of improving worker performance. Effective evaluation systems serve to develop dedicated and motivated personnel, according to (Boice and Kleiner, 1997), and it is vital to be effective, accurate record keeping, clearly defined assessment system, and regular assessment of performance.

Objectives must be developed in conjunction with the employee and supervisor, allowing for indirect communication. Performance assessment may be utilized to help make judgments on promotions and demotions, according to (Waddell et.al. 2000). Retention, transfer, and pay are alloptions.

In terms of administration, the assessment system helped define roles and duties more clearly, evaluate and develop job descriptions, set organizational goals and objectives, and also lead to continuous learning, team building, and increase employee performance (Evrin 2009).

2.6 Compensation

Wages, salaries, and bonuses are all examples of compensation, which is one of the human resource management activities that deals with all sort of incentive individuals get in return for fulfilling organizational duties.

The goal of pay is to develop a reward system that is fair to both the company and the employees. According to Huselid (1995), the remuneration system is seen as an indicator of employee merit and is closely tied to business performance. By definition, compensation includes all monetary payments and all commodities used to compensate employees in lieu of monetary compensation.

The incentive system was designed to recruit and encourage staff in order to keep them on board. According to (Thang 2004), remuneration and incentive may be effective methods for motivating people to work toward the organization's goals. The financial reward might be basic pay or performance linked compensation, and there are many different systems to follow. Internal and external rates, which are the form of job assessment and market rates, are used to calculate basic pay, which is expressed in reference to a certain time period, such as a year, month, or week.

Individual agreements or collective agreements are used to determine wage levels (with labor unions) (Armstrong, p. 275, 2010). The majority of the time, companies employed performance-based remuneration to reward individuals who improved their performance. According to Brown et al., (2003), performance-based remuneration has a favorable impact on employee performance. A successful HRM approach, according to Wright (2003), is to combine performance and pay systems to increase workers' willingness to work effectively and efficiently.

According to (Tessma and Soeters 2006) there is a considerable correlation between compensation and employee performance. It is important that employee view compensation practice in a favorable light as compensation practice heavily influence staff recruitment, turn over and productivity.

This specific finding reveals that the selected four components of HR practice have considerable partnership with operational (employee productivity) and good performance

outcomes. (Hamiza Mohammed, Hamiza Edrise, and Alqudah 2014) These researcher evidence demonstrates that effective HRM practices can have positive effect on staff performance. Inside a literature review, (Delery and Doty 1996) recognized seven HR practices which have already been consistently considered (HRM) Practices. They described HRM practices as those that are theoretically or empirically related to overall organizational performance. These practices include internal career opportunities, formal training systems, results oriented appraisals, employment security, involvement, job descriptions, and profit sharing. Typically, the relationship between Human Resource practice and work out comes is surely an increasingly explored topic in human resource management (Edger&Geare, 2005).

HRM is more explicitly speculated to meet the demands of employees in order to improve positive outcomes. As a result, the improver's attitude improves, and their performance improves (Edger and Geare, 2005: kuvaas kuvaas kuvaas kuvaas kuvaas ku 2008). Previous research has also shown that implementing HRM practices is an important way to foster positive outcomes. For example, strong recruitment and selection practices, promotional opportunities, grievance resolution mechanisms, flexible benefit plans, employee responsibility, autonomy, and teamwork have all been linked to positive organizational outcomes (Young and Meurs, 2007). The successful implementation or failure of Human Resource Management practices depends on the skills of the managers (Guest, 2011).

2.7 Employee Performance

One of the most important aspects affecting an organization's performance is employee performance (AL- Qudah, AL- Shafanawi, 2014). The importance of HR as a vital aspect that directly impacts and contributes to performance is recognized by successful organizations. Human resource management is a process that is used to analyze an employee's performance in the workplace, especially in today's highly competitive environment.

Improving HRM practices has a propensity to boost employee performance. Employee performance is defined as the effective application of knowledge, skills, experience, and abilities to complete the assigned mission as directed by their management.

Employee performance is important for a variety of reasons, including helping to consider the cost of the resource used, measuring the quantity and quality of work done, helping to survive and excel between firms, assisting in the assessment and attainment of established performance goals, increasing the efficiency of employee performance, and assisting in making the right decisions.

(Kaplian, 2003) described the main methods of evaluating employee performance based on employee attributes, which confirm important characteristics or qualities to the company, and employee behavior, which is widely used for evaluating or defining employee behaviors required to complete a job successfully.

2.8 The relationship between HRM practice and Employee Performance

Numerous studies have demonstrated similar positive connection between HR methods as well as various trials of employee overall performance. As an example, we can take the last decades witnessed substantial advancement with regards to institutional planning, HR strategies, establishment of pay & rewards, mechanism capacity building of individual & teams, improvement in HR functions, managerial development, performance management, and workplace relationships in developed world. But the situation is gloomy in developing nations. Getting the best plus desired end result has been a point of worry for company's rewards, low wages, insufficient accountability and lack of value program for improving awards and rewards. Human Resource management, according to (Gerhart 2007), is a collection of numerous elements, including practice, policies, and systems, that impact the behavior, attitude, and performance of employees toward a business in a favorable way.

Human Resource management Practices are linked with the management of human resource activities necessary for staffing the organization and sustaining high employee performance (Mahamood, 2004). There has been an upsurge in experimental research that explore the impact of various HRM practices on employee performance (Becker and Huselid, 2006, Bowen). Human resource practices that can influence the performance of a company on its own or when combined with others.

However, when paired with other data, the result is useless. Moreover, the outcome is difficult to interpret (Ahmad and Schroeder, 2003). In order to investigate the impact of

HR practices on employee performance, which is also linked to organizational growth. Employee performance is one of the most important aspects that affects an organization's performance. The importance of HR as a vital aspect that directly impacts and contributes to performance is recognized by successful organizations. Human resources are regarded as one of the most important success factors in every firm (Dessler2010; Barney et-al, 2001).

Human resource practice is defined by Lado and Wilson (1994, p.701) as a collection of diverse but interconnected activities, roles, and processes aimed at recruiting, developing, and maintaining (or disposing) a firm's human resource. HRM practices play an important role in achieving corporate objectives as well as developing and adding value for customers and physical resources. Various studies have sought to define HRM practices (Ahmad and Schroeder 2003; Kaya 2006).

Generally speaking, HRM includes practices and actions of acquiring, keeping, empowering and encouraging employees to examine the impact of HR practice on performance associated with employees and this in turn is related to organizational growth. Employee performance is among the majority of factors that result on the efficiency of organization. A successful organization is aware of the value of HR as a essential factor directly impacting and contributing on theperformance.

The particular relationship between human resource practice and employee performance is an increasingly investigated topic in human resource management (Farid et al 2014 and Al –Qudah etal 2014). More exclusively HRM should really comply with employees needs which often enhancesfavorable attitudes and subsequently boosts performance outcomes (Kuvaas2008).

This aligns with social exchange theory (SET), which claims that HRM practice fosters a positiveand relevant exchange relationship between employees and employers, particularly when individual workers' needs are taken into account, and that employees reciprocate with positive attitudes and behavior (Gould Williams and Davies ,2005).

(Guest, 2002) shown that the impact of HRM on employees and organizational performance is dependent on employee responses to HRM practices, hence the impact of HRM practices is influenced by employee perceptions.

2.9 Employee Performance Measurement

The idea of performance is investigated through performance evaluation, which is the act of categorizing certain outputs within a certain time frame (Coens & Jenkins, 2002). More importantly, the dictum "if you can't measure it, you can't manage it" underlines the justification for organizations to have a thorough and comprehensive performance measurement system in place, such as the Balanced Score Card or whole quality performance management. This method integrates measurement throughout a company in order to transfer high-level goals into lower-level actions.

This method integrates measurements across an organization in order to transform high-level goals into lower-level actions. Individual personnel are subjected to this measure in order to check their performance in these tasks (Plats and Sobotaka 2010). Performance requirements must be unambiguous, well defined, and attainable in relation to the job duties undertaken by workers.

Factors outside the control of the individual employee should not be included in the criterion. Supervisors must also be taught how to deliver timely, relevant, and constructive criticism. Employees should be given adequate training and development opportunities to help them overcome performance weaknesses discovered throughout the assessment process. Individual employee conduct and job performance are evaluated, not the employee's personality (O'Brien, 1999). Individuals inside enterprises contribute to organizational performance, according to (Huselid 1995), and HRM practices may affect individual employee performance through their effect over employees' skill and motivation, as well as through organizational practices.

Productivity is a performance indicator that encompasses both efficiency and effectiveness, according to (Bhatti 2007) and (Qureshi 2007). The gap between the growth rate of production and the growth rate of the number of hours worked in the economy is about equivalent to the difference between the growth rate of production and the growth rate of the number of hours worked in the economy (Christopher, Gust and Jaime Marquez, 2004). When assessing performance, a variety of factors may be taken into account, including productivity, efficiency, effectiveness, quality, and profitability measurements (Abuja 1992), as briefly outlined below.

Productivity is defined as the ratio of output to input (Stoner, Freeman and Gilbert JR1995).

It is a metric for determining how an individual, company, or industry turns input resources into goods and services. The amount of output generated per unit of resources used is measured by this metric (Lipsey 1989).

Efficiency refers to the capacity to achieve the desired results with the least number of resources. Employee effectiveness refers to their capacity to achieve the required goals or targets (Stoner, 1996). Profitability refers to a company's capacity to make consistent earnings over time. It's calculated as the profit-to-sales ratio or return on capital employed (Wood and Stangster2002). Quality is a feature of products or services that demonstrates their capacity to meet expressed or implicit demands (Kotler and Armstrong 2002). It is achieving increasingly better products and services at increasingly lower prices (Stoner 1996, Aidan, 2013).

Employees who are content with their occupations, according to Hawthorne experiments and many other study works on worker productivity, would have greater job performance and consequently superior job retention than those who are dissatisfied with their occupations (Londy, 1985). Furthermore, if employees are dissatisfied with human resource management practices, they are more likely to be less efficient and productive. Employees may be satisfied only if they believe they are competent. Happy and pleased employees perform better, and management finds it simpler to inspire top performers to meet company goals (Kinaki and Kreitner, 2007).

Furthermore, as stated by (Draft 1988), the corporate manager is responsible for ensuring that the firm strives for and achieves high performance levels. As a result, managers must determine the appropriate levels of performance for every given time period.

This can be accomplished, for example, by establishing goals and criteria against which individual performance may be assessed. Through the process of employee performance management, businesses guarantee that employees are contributing to the production of high-quality goods and/or resources.

It's worth noting that performance management encompasses operations that ensure that organizational objectives are routinely accomplished in a timely and effective manner. To

produce a product or service, performance management might focus on the performance of workers, departments, and processes. Earlier studies on worker productivity shown that people who are happy with their jobs perform better at work (Londy 1985).

Furthermore, (Kinicki and Kretner 2007) show that happy and pleased employees perform better, and that management finds it simple to inspire top performers to meet company goals. Employee participation is encouraged in high-performing, productive firms. As a consequence, employees are more inclined to participate in training or problem-solving activities, which leads to improved employee performance.

If employee output is created by two elements, labor and capital, then labor productivity growth is determined by the rate of capital deepening and multifactor productivity growth (Christopher Gustand Jaime Marquez 2004).

The term "capital reliance" refers to a growth in the amount of capital, which includes equipment, structures, and infrastructure, as well as an increase in the ratio of capital to labor. Capital deepening increases workers' ability to produce more output with the same level of effort for a given level of technology. Increases in multifactor productivity may reflect technological advances, but they also reflect any other developments that result in greater efficiency, such as task reorganization or improvements in distribution channels used to deliver goods.

HRM practice and employee performance have been demonstrated to have a substantial association in empirical research investigations. Malaysia's government aspires to become a developed nation by the year 2020. As a result, the government has begun to de-regulate the market knowing how to increase employee performance using human resource practices, then attempts to investigate the impact of certain HR practices on employee performance.

The primary goal of the research was to determine the impact of HR practices on employee performance at Telecom Malaysia. For the research, three important HR practices were chosen: training, performance assessment, and employee participation. The results of the regression analysis revealed that training and performance assessment had a considerable impact on employee performance. Employee engagement in decision-making has been found to have no effect on employee performance.

The conclusions of this study agree with those of (Tahir 2006), who said that training and performance assessment are extremely important in improving staff efficiency and effectiveness. Similarly, the findings of this study corroborate the findings of Singh (2004), who concluded that training and performance assessment had a major impact on organizational and employee performance. Compensation has been identified as one of the organization's incentives arrangements that encourages employee performance retention (Uen & Chien 2004).

Employee training, according to (Sultana et al 2012), helps to build organizational performance, plays a critical role in boosting employee performance and increasing productivity, and ultimately helps to position companies in the best position to meet competitive changes and stay on top. (Kahn 2010) examined five human resource management techniques that have an impact on the performance of Nigeria's oil and gas industry. He tracked recruiting and selection, training and development, performance evaluation, and remuneration and rewards. Employee interactions were studied to determine if they had an impact on performance optimization. Factor and regression analysis revealed an appositive and substantial link between those practices and performance enhancements.

2.10 Human resource management in construction

Human resource management in construction site is one of the major issues in every construction companies. for clarification, according to Othman, A. Idrus & M. Napiah, they explain those issues as follow “First, the person who has the power to give orders at the construction site can execute the plan for HRM to engineers, consultants, supervisors, foremen and even laborers. Second, Lack of communication ranks second the communication between the staff and workers was not well implemented, the flow of information from the top management to the subordinates would not be achieved smoothly. And the third ranking was insufficient teamwork in the construction of a sustainable.”

2.11 Summary of Findings of the existing Studies on HRM and Employee Performance

The table below summarizes the findings of a number of empirical studies that indicate the impact of HRM practices on employee performance.

Authors	Area of Study	Significance
Tsaura & Lin (2004)	Human Resource Evaluation In a tourist hotel, management methods have an impact on staff service quality and conduct.	According to the findings of the study, Human Employee service quality and conduct has a somewhat indirect influence on Resource Management practice. This indicates that there is a link between human resource management and service quality.
Budhwar (2007)	Examine the connection between In Greek, HR practices and employee performance in 178 industrial enterprises.	The results of the research were good. Employee performance and HR processes such as (recruitment and selection, training and development, promotions, incentives, benefits, and engagement safety).

<p>Forly (2008)</p>	<p>Assess the impact of Human Resource Management on employee performance.</p>	<p>The research results indicate employee performance (output) depends on Human Resource daily activity & organizations strategy & policy Employees, according to the findings of the study.</p>
<p>Kundy (2009)</p>	<p>To look at the impact of HRM techniques for increasing productivity</p>	<p>According to a research of Indian and multinational organizations, human resource (HR) may provide competitive advantage, and firm performance is determined by the asset of good human resource practices.</p>
<p>Tanver et.al (2011)</p>	<p>Employee performance and the influence of Human Resource Management practices.</p>	<p>All aspects in the recruiting and selection process, Employee performance is proven to be substantially connected to training and development, as well as performance assessment. He discovered that employee performance is influenced by recruiting and selection as well as performance assessment.</p>

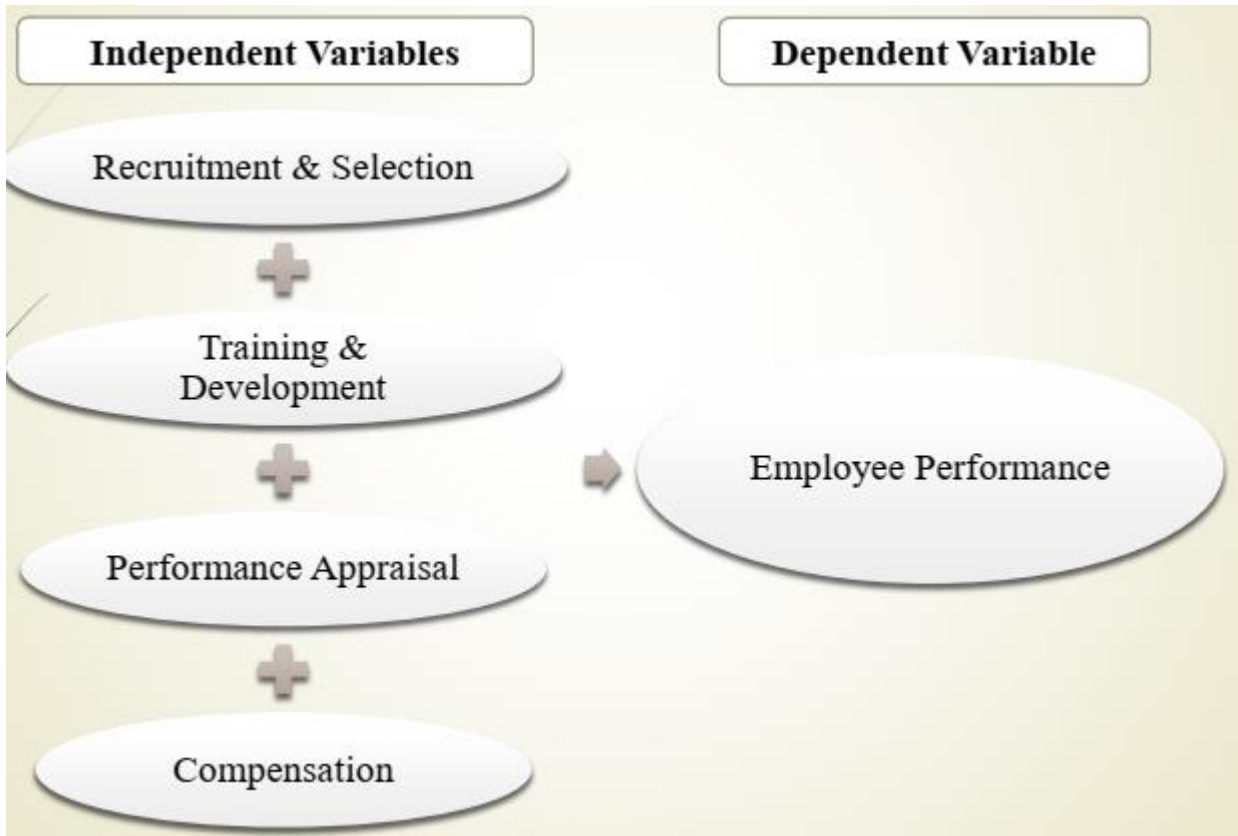
<p>Sarbapriya, Ray & Ishita Ray (2009)</p>	<p>The purpose of this study was to look at the impact of a few different things.</p> <p>The impact of human resource management on employee productivity.</p>	<p>It was because of things like performance. Job satisfaction is linked to assessment, involvement in decision-making, training and development, and remuneration, all of which influence human resource management (HR) practices.</p> <p>Other factors like as training and development, as well as empowerment remuneration, have been demonstrated to have a significant impact on</p>
<p>Soomro et.al (2011)</p>	<p>Examine how others see you. employees on HR policies and procedures</p>	<p>HRM, according to the study, Employee performance was favorably correlated with procedures (training, selection, carrier planning, employee engagement, job description, performance assessment, and remuneration).</p>
<p>Farog and Aslam (2011)</p>	<p>To examine the impact of training & feedback on employee performance</p>	<p>The researcher's findings revealed believe staff training programs are excellent strategies for improving employee performance.</p>

<p>Hamzah Mohammed and Abdlla Osman (2014)</p>	<p>To assess the impact of HumanEmployee performance as a result of resource practice.</p>	<p>The study looked into the factor that hasan impact on recruiting and selection pay in order to improve employee performance. Employee performance was shown to be substantially connected with recruiting, selection, and remuneration, according to the findings.</p>
<p>Zaini Abdullah 2014</p>	<p>Identifying the most common HRM The impact of practices on private businesses Performance. Malaysian private firms are a case in point.</p>	<p>Training and education were found to be beneficial in the study. With the exception of compensation incentives and employee security, development, teamwork, compensation incentives, HR planning, performance assessment, and employee security havea positive and substantial impact on corporate performance.</p>

Source: Different Literature Review

2.12 Conceptual Framework

Almost every method of human resource management mentioned in the literature has an impact on the dependent variable of employee performance. However, for this study, four independent variables namely recruitment and selection, training and development, performance appraisal, and compensation practice are considered.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In general, this chapter covers extensive study design methods. It explains the study design, sample determination, sampling methodology, data source, data collecting process, analysis and interpretation, reliability and validity tests. In this study, Assessing the effects of human resource management practices on employee performance at Defense construction was investigated.

3.2 Research Design

Research design is the blue print for fulfilling research objectives and answering research questions (Johu et al., 2007). In other words, it is a master plan specifying the methods and procedures for collecting and analyzing the needed information. For this study the researcher utilized both descriptive and explanatory research design. The major purpose of descriptive research is description of the state of affairs as it exists at present. Then this study describes and critically assesses the effect of human resource management (HRM) practice on employee performance of Defense Construction Enterprise (Semite Site). Second, the study employs explanatory in that the relationship between variables is correlated with an aim of estimating the integrated influence of the factors on employee performance.

3.3 Target Population

The study's target demographics are all Defense Construction, Semite site employees. As a result, the study focused on the effects of HRM practices on employee performance at Semite site, which employs 1219 people.

3.4 Sampling Design and Technique

All faculty of Semite site were remembered for the examination's objective populace. The analyst used a defined example approach in this examination. Since the specialist feels that

delegate responders from each part of the organization are required:(Lombard, 2010).

The respondents were isolated into six layers to pick the example respondent: organization, finance, designing, supply and acquisition, gear upkeep, and work execution. The layers are delivered dependent on the characteristics of the focuses in this examining approach, which may work on the precision of the information by assigning the example to every layer. This methodology may likewise be utilized to expand the populace representativeness of the examples.

By guaranteeing those highlights and expanding the negligible portion of the exploration test that mirrors the attributes of the populace, the example representativeness of the populace might be improved.

Then, at that point, utilizing an essential irregular examining system, every layer's example responder was picked aimlessly. From that point onward, an example irregular examining approach was utilized to pick test responders from every layer. Arbitrary testing is great in that every part has an equivalent shot at being remembered for the example (Lombard 2010).

3.4.1 Sample size Determination

The sample size was calculated using the formula for sample size determination published by Bariddam (2001; 93), and the sample size was calculated as follows:

Where; n= The required number of sample size

N= Number of total populations

e=Level of significance

$N=1219$ $e=0.05$

$$\begin{aligned}n &= (N/(1+Ne^2)) * n = (1219/ (1+(1219*0.05 ^2))) = 301 \\ &= 1219/ (1+(1219*0.0025)) \\ &=1219/4.0475 = 301.17 \\ &= \underline{\underline{301}}\end{aligned}$$

3.4.2 Proportional Allocation

Because each Department has a different number of personnel, the 301 respondents will be chosen proportionally from each Department.

Where: -

$$n_h = (nN_h/N)$$

$$N = \sum N_h = \text{total number of}$$

employees $N_h =$ Total number of population

size in stratum-h

$$n = \sum \dots \dots \dots \text{total number of samples}$$

$n_h =$ Total number of sample size in

$$\text{stratum-h} \quad n_h = (nN_h/N)$$

$$n_1 =$$

$$(nN_h/N) 304 * 198 / 1219 =$$

$$49$$

$$n_2 = (nN_h/N) 301 * 136 / 1219$$

$$= 34$$

$$n_3 = (nN_h/N) 301 * 152 / 1219 = 37$$

$$n_4 = (nN_h/N) 301 * 160 / 1219 = 40$$

$$n_5 = (nN_h/N) 301 * 147 / 1219 = 36$$

$$n_6 = (nN_h/N) 301 / 426 / 1219 = 10$$

Table 3.1 Response rate Per Strata

Department	Sample size	Percentage %
Administration Team	49	100%
Financial Team	34	100%
Procurement & supply Team	37	100%
Equip. Maintenance Team	40	100%

Department	Sample size	Percentage %
Engineering Team	36	100%
Work excavation Team	105	100%
Total	301	100%

3.5 Sources of Data

The researcher used for this study both primary and secondary source of data. Primary source of data is obtained through questionnaire that collected from employees and managers. Secondary source of data was gathered from published literatures, and empirical studies, books, journals articles, and internet.

3.6 Methods of Data Collection

The main method of data collection for this study was questionnaire and interview to collect data. The questionnaires are directly distributed and collected from the target population. Semi-structured interview was conducted for the HR manager, team leaders, most of the respondent educational level are diploma, certificate & 12 grade complete for this the question designed in English language this is to utilize those who cannot clearly understand English language so they respond easily, in those procedures the researcher collected data about the effect of HR practice on employee performance by considering the independent variable i.e. recruitment and selection, training and development, performance appraisal, and compensation. Dependent variable was employee performance.

3.7 Reliability

Testing the scale's reliability is basic prior to utilizing factual techniques since it shows how well a scale conveys steady outcomes when estimations are rehashed. This is refined by figuring the connection between scores got from various scale organizations. The scale is reliable if the affiliation is high and the scale produces steady discoveries. Cronbach's alpha is a dependability coefficient. It's an average measurement for deciding the span consistency or unwavering quality of a psychometric grade across a gathering of individuals. Lee Cronbach called it without precedent for 1951, since he expected to

proceed with more coefficients.

The Measclres might be considered as an augmentation of the Kunder-Richardson recipe 20 (KR-20), which is a dichotomous thing identical measure. Thus, as indicated by (Lombard 2010), coefficients of at least 90 are typically consistently worthy, 80 or higher in many occasions, and 70 might be sensible in some exploratory examinations for explicit records. Subsequently, the scientist thought about the previously mentioned materials and tried the constancy of the things which were created for respondents. Furthermore, as displayed in the table, the general thing constancy is 0.960, showing that the whole arrangement of things was reliable and worthy. As Lombard put it, it is in every case OK to have a coefficient of 0.9 or above.

Table 3.2 Reliability Test of the Items

Variables	N of items	Cronbach's Alpha
Recruitment & Selection	10	0.980
Compensation	8	0.968
Training & Development	10	0.972
Performance Appraisal	10	0.898
Employee Performance	8	0.984

3.8 Validity test

Content validity of measures were assessed for the approval of an instrument. Legitimacy is characterized as the accuracy and which means wealth of surmisings dependent on specialist results (Creswell 2009). (Collins and Smith, 2003) (Minbarve 2009) Before overseeing the last stage, a pilot study was never really tuning the strategy and test instruments like polls. Surveys were tried on potential respondents to guarantee that the information assortment instrument was evenhanded, applicable, fitting for the subject, and dependable, as demonstrated by the creators (John Adams et al 2007). Respondents' interests were tended to, and polls were improved. Furthermore, due recognition by a guide was done to affirm the instruments' legitimacy. At long last, the polls were printed, copied, and dispersed in their overhauled structure.

3.9 Measurement of Variables

Subjective performance measurement was used in this study. The first section of the questionnaire asks about the respondent's demographics (sex, age, marital status, year of work experience, educational level, position). (Recruitment, training, and development, performance evaluation, and compensation) The questionnaire's independent variable items are based on a literature research and analysis of prior surveys. The response format was a five-point Likert scale, with values ranging from 1 to 5, with 1 representing "Strongly disagree" and 5 representing "Strongly agree." (2012, Bhattacharje)

The accompanying area is about the respondents' feelings on the pace of the worker's presentation have been coordinated as a free factor. The survey's things were made utilizing a writing study and best practices. The reaction design was a five-point Likert-type scale, with values going from 1 to 5, with 1 addressing "Unequivocally clash" and 5 addressing "Firmly concur" (Bhattacharje, 2012; Bhattacharje, 2012). At last, the scientist led a semi organized meeting with group pioneers and the HR director.

3.10 Data Analysis Techniques

Utilizing distinct and inferential (factual) examination, the handled information is additionally changed to look for examples and connections between and inside informational indexes. The information from essential and optional sources were dissected utilizing the measurable programming for sociology (SPSS). This instrument was utilized to separate distinct measurements (mean standard deviation and outlines) just as inferential insights (connection and relapse).

3.10.1 Descriptive Analysis

To decrease the information into a rundown design by organization (the information orchestrated in a table arrangement) and measure focal inclination (mean and standard deviation), just as to show the current status of Defense choking human asset the executives (HRM) practice, Descriptive Analysis was utilized. The reason for graphic insights was to look at different components. Likewise, point by point portrayals were utilized to evaluate the inquiries questions.

3.10.2 Inferential Analysis

Inferential statistics, according to (Sekarn 2000), allows one to infer from data the link between two or more variables and how numerous independent factors could explain the variation in the dependent variable. In this investigation, the inferential statistical approaches listed below were applied.

3.10.2.1 Regression

According to Phyllis and his associates 2007, inferences have a very important in management research. This is so because conclusions are normally established on the bases of results. Such generalizations were therefore, the population from the samples. They speculate the Pearson product moment correlation coefficient is a widely used statistical method for obtaining an index of the relationship between two variables when the relationship between variables in liner and when the two variables correlation are continuous.

To ascertain whether a statistically significant relationship exists between independent variables (recruitment & selection, training & development, performance appraisal and compensation) with dependent variable (employee performance) the product moment correlation coefficient was used.

Multiple liner regression is used to analysis the relationship, and to see the significant effect of the independent variable on dependent variable.

3.10.2.2 Model Specification

This current investigation's condition of numerous relapses depends on two arrangements of factors: subordinate variables (worker execution) and free factors (enrollment and choice, preparing and improvement, execution examination and remuneration).

$$Y_i = \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where;

Y = is the response or dependent variable-employee performance

X1 = Recruitment and Selection (**RS**), **X2**=Training and Development (**TD**),

X3=Performance Appraisal (**PA**) and

X4 = Compensation (**CM**) are the explanatory variables.

β_0 is the intercept term-constant which would be equal to the mean if all slope coefficients are 0. β_1 , β_2 , β_3 and β_4 are the coefficients associated with each independent variable which measures the change in the mean value of **Y**, per unit change in there.

Accordingly, this statistical technique was used to explain the following relationships. Regress employee's performance (as dependent variable) on the selected linear combination of the independent variables using multiple regressions.

3.11 Ethical Consideration

Everyone who took part during this study had the proper to privacy and treatment with respect. moreover, there's no proof that their participation during this study can have a prejudicial impact on them. the data submitted was unbroken non-public and was solely used to complete the study. moreover, all sources employed in the study were totally acknowledged.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 Introduction

The results of the study's empirical analysis are presented in this chapter. With the use of data from Defense Construction, Semite Site, the debate focuses on human resource strategies and their impact on employee performance. The findings are given in the order in which the questioners were asked. The demographics of the respondents are discussed, as well as data presentation in the form of tables, charts, and cross tabulations to meet the study's objectives.

4.2 Respondents Return Rate

On this research, 284 of the 301 disseminated questionnaires were properly filled and collected, resulting in a response rate of 94.4 percent and no questionnaires were deleted due to missing data.

Table 4.2.2 Socio-Demographic characteristic of Employee performance

Name of Variable	Category of Variable	Frequency	Percent (%)
Sex	Male	225	79.4
	Female	59	20.6
	Total	284	100
Age in year	18-30	101	35.5
	31-50	168	59.5
	Above 50	15	5.0
	Total	284	100
Marital Status	Single	88	29.2
	Married	196	70.8
	Total	284	100
	Under 12 grades	12	9.6

Educational Level	12 Grade complete	55	18.3
	Certificate	75	24.9
	Diploma	97	32.2
	First Degree	41	13.6
	Master Degree	4	1.3
	Total	284	100
Work experience	< 10 Years	98	38.2
	10-20 Years	86	28.6
	21-30 Years	88	29-2
	> 30 Years	12	4-0
	Total	284	100
	Supervisor	24	13
Work status	Non supervisor	260	87
	Total	284	100

4.2.1 Back ground of respondent by Sex

The gender of the respondents was gathered by the researcher. Figure 4.1.2 shows that there were 225 male respondents (79.2%) compared to 59 female respondents (20.8 percent). This is to be anticipated, given that the district is a construction company with a male-dominated workforce.

4.2.2 Back ground of respondent by Age

According to the results, 5% of the respondents were over the age of 51, indicating that they will be retiring soon. Over 35% of the responders were in the 18–30-year-old age range. Finally, 59.5 percent of the population was aged 31 to 50. By using (ILO2013) as a benchmark, more than half of the district's respondents were middle-aged, signaling that they might have promising future productivity.

4.2.3 Back ground of respondent of marital status

In terms of marital status, as seen in the pie chart, the majority of the respondents are single. 196 (69%) of the employees were married, while the remaining 88 (31%) were single, implying that if the employees are married, turnover may be slightly decreased as a result of stable life.

4.2.4 Educational background of respondents

The educational level is represented of the respondent with less than 12 grades accounted for 4.2 percent (12), while those with 12 grade completions accounted for 19.3 percent (55). More than 26.4 percent (75) of respondents held a certificate, while those with a diploma accounted for 34.1 percent (97). 14.4% (41) of people with a bachelor's degree and 1.4 percent (4) of those with a master's degree, respectively. This indicates that the majority of the respondents had a diploma as their educational level, and the district should prepare for the development of its employees to upgrade to a bachelor's degree or a master's degree to improve their job performance.

4.2.5 Work experience of the respondent

According to the data, 34.5 percent of respondents had been employed for less than ten years, 30.2 percent had worked for ten to twenty years, 30.9 percent had worked for 21 to thirty years, and 4.3 percent had worked for more than thirty years. Over 65 percent of the respondents had more than fifteen years of management experience. As a result, we can infer that the majority of district employees have valuable work experience that will enable them to carry out their obligations successfully and efficiently.

4.2.6 Work status of the respondents

According to the results result, there were 24 supervisors and 260 non-supervisors among the respondents. Supervisory and nonsupervisory positions are represented by 8.55 percent and 91.5 percent, respectively. This means that more than 90% of the replies are directly connected to productivity. In general, the demographic features of the respondents show that they can comprehend and reply to the questions asked of them in order to obtain the main data.

4.3 Results of current HRM practice evaluation

Table 4.3.1 Recruitment and Selection Practice

S. No.	Recruitment and selection practices		SD	DES	NEU	AGR.	SA	Mean Value
1	Our organization places the right person in the right job.	Frequency	19	87	114	45	19	2.86
		Percent	6.6	30.6	40	15.8	6.9	
2	Adequate & relevant information about the organization & job is provided to the candidate at the time of recruitment.	Frequency	7	10	28	201	38	3.90
		Percent	2.4	3.5	9.8	70.7	13.3	
3	Selection of candidates in our organization is strictly based on his / her merit.	Frequency	28	163	59	19	15	2.72
		Percent	9.8	57	20.7	6.6	5.2	
4	The organization fills vacant positions from internal and external sources	Frequency	8	20	16	190	50	3.90
		Percent	2.8	7	5.6	66.9	17.6	
5	Only candidates with the relevant skills are considered during the selection process.	Frequency	15	34	30	157	35	3.58
		Percent	5.3	12	10.6	55.3	12.3	
6		Frequency	7	23	39	172	43	3.79

S. No.	Recruitment and selection practices		SD	DES	NEU	AGR.	SA	Mean Value
	Our organization recruitment &	Percent	2.4	8	13.	60.5	15.	
7	The organization make effort to attract the person for a given important position	Frequency	16	61	132	59	16	2.99
		Percent	5.6	21.4	46.	20.7	5.6	
8	The organization recruitment & selection process based on desired knowledge, skills & attitude.	Frequency	22	29	37	148	48	3.62
		Percent	7.7	10.2	13	52.1	16.9	
9	The organization recruitment & selection system is highly scientific.	Percent	37	153	33	42	19	2.47
		Frequency	13	53.8	11.6	14.7	6.6	
10	The recruitment & selection process the organization use valid & standard test.	Percent	18	59	131	62	14	2.99
		Frequency	6.3	20.7	46.1	21.8	4.9	
Grand Mean = 3.28								
Percent = 100								
5= Strongly Agree (SA) 4= Agree (A) 3= Neutral (N) 2= Disagree (D) 1= Strongly Disagree								

According to the study of the sample respondent's responses, a considerable proportion of respondents (40 percent neutrals, 36 percent not agreed, and just a small number (22.7 percent) agreed. Furthermore, the mean score (2.86) indicates that the majority of respondents are dissatisfied with the organization's placement policy.

According to the HR managers' explanation, as shown in table 4.2.2 item 2 above, the organization provides enough and relevant information to the candidate during the recruiting process. 70.7 percent of respondents agree, 13.3 percent strongly agree, 9.8 percent are indifferent or have no opinion, and 3.5 percent have no opinion.

Table 4.2.1 item 3 reveals that (66.9%) of the respondents were dissatisfied with the results, and Only 11.8 percent of respondents agreed, while 20.7 percent of respondents had no idea or were ambivalent. Furthermore, the result of the mean value suggests (2.72). This

graph demonstrates that the majority of respondents are uneasy with the organization's selection process since applicants are not chosen solely on the basis of merit. Based on the findings of this descriptive study, it can be concluded that the organization selection process is flawed.

Table 4.2.1 item 4 reveals that 84.5 percent of respondents agreed, while 9.8 percent disagreed, when it came to replacing empty posts from internal and external sources. Furthermore, the outcomes of the mean value are (3.90). This indicates that the organization is taking on new positions from both the outside and the inside. Table 4.2.1 item 5 reveals that 67.6% of respondents agreed that appropriate skills are examined throughout the selection process in the company, 17.3% disagreed, and 10.6% were neutral. The mean score (3.58) indicates that the majority of the respondents agreed.

Table 4.2 1 item no 6 shows that the majority of respondents (75.5%) agreed that the organization's recruiting and selection procedure is fair to all candidates. On the other hand, only a tiny percentage of respondents disagreed with this statement. 10.3 percent and 13.7 percent of respondents were indifferent or had no notion, respectively; nevertheless, the mean value result (3.79) suggests that the majority of respondents are satisfied with the organization's selecting procedure.

According to the respondent response to table 4.2.1 item 7, 46.4 percent of respondents have no idea or are neutral, 27 percent disagree, and 25 percent agree. According to the respondent response, the majority of them are neutral and disagreed, indicating that the organization is not making an effort to attract the person for a given important position. Furthermore, the mean value result (2.99) indicates that the responder is dissatisfied with the organization's operations. The organization's recruiting and selection procedure is based on required knowledge, ability, and attitude. For this topic, 79 percent of respondents agree, 17.9% disagree, and 13% of respondents are indifferent or have no idea.

As the mean score indicates (3.62), the majority of respondents are satisfied with the organization's method of recruiting and selecting employees based on required knowledge, abilities, and attitudes. However, another aspect of this issue is that employees with the appropriate knowledge, abilities, and attitude do not stay in this organization for a long

period. From the manager's perspective, the organization's recruiting and selection procedure is based on required knowledge, ability, and attitude. For this topic, 79 percent of respondents agree, 17.9% disagree, and 13% of respondents are indifferent or have no idea.

As the mean score indicates (3.62), the majority of respondents are satisfied with the organization's method of recruiting and selecting employees based on required knowledge, abilities, and attitudes. However, another aspect of this issue is that employees with the appropriate knowledge, abilities, and attitude do not stay in this organization for a long period.

From the manager's perspective, in response to the question of whether the organization used valid and standard tests during the recruitment and selection process, shows that 46.1 percent of respondents expressed neutral or no opinion, 27% expressed disagreement, and the remaining 26.7 percent expressed agreement. Furthermore, the mean value result is (2.99), implying that a high number of respondents are uninterested in the recruiting and selection process. Valid and standard tests are used by the business. The mean value and standard deviation in the table above are reasonable.

From this, it can be determined that issues of staff recruitment and selection have a significant impact on the performance of Semite Site personnel. This research is backed up by previous research (Mathis, 2005). Employee and organizational performance can both benefit from successful recruiting and selection.

Table 4.3.2 Training and Development practices

S. No	Training and Development practices		SD	DES.	NEU.	AGR	SA	Mean Value
1	The training needs of the employee in our organization are assessed on the basis of their performance appraisal.	Frequency	9	32	48	99	96	3.86
		Percent	3.16	11.2	16.9	34.8	33.8	

2	Training in our organization included social skills, general problem-solving skills and border knowledge of the organization and business.	Frequency	10	54	56	86	78	3.61
		Percent	3.5	19	19.7	30.2	27.4	
3	The contents of the training & development programs organized are always relevant to the changing needs of our jobs & our business.	Frequency	10	64	66	102	42	3.40
		Percent	3.5	22.5	23.2	35.9	14.7	
4	Employees are working efficiently after attending training course.	Frequency	12	49	98	108	17	3.23
		Percent	4.2	17.2	34.5	38	5.9	
5	Training & Development practice help to change behavior of employee.	Frequency	16	65	44	124	35	3.38
		Percent	5.6	22.8	15.4	43.6	12.3	
6	Training & Development enhance the skills of the job of employees.	Frequency	11	56	72	120	25	3.36
		Percent	3.8	19.7	25.3	42.2	8.8	
7	After training you are able to perform higher level task.	Frequency	13	55	74	108	34	3.37
		Percent	4.5	19.3	26	38	11.9	
8	After training you feel confident & you can handle your own work.	Frequency	16	56	55	125	32	3.39
		Percent	5.6	19.7	19.3	44	11.2	
9	Training & Development practice have improved knowledge and skills of employee.	Frequency	13	46	44	156	25	3.50
		Percent	4.5	16.1	15.4	54.9	8.8	
10	Training enabled you to be self-sufficient more quickly.	Frequency	10	36	35	124	79	3.81
		Percent	3.5	12.6	12.3	43.6	27.8	
Grand mean= 3.49								
Percent 100								
5=Strongly Agree (SA) 4= Agree (A) 3= Neutral (N) 2= Disagree (D) 1= Strongly Disagree (SD)								

As a consequence, according to table 4.3.2 item 1 above, 33.8 percent of respondents strongly agreed, 34.8 percent agreed, and 16.9 percent had no idea or were ambivalent towards the behavior and 11.2 percent definitely disagree & 3 16 percent strongly disagree. According to the descriptive result analysis, the majority of respondents agreed that performance appraisal results should be used to determine training needs. The average value result reveals (3.86). The vast majority of respondents are pleased with this practice. Table 4.3.2 item 2 shows that 30.2 percent of respondents agreed, and 27.4 percent strongly agreed, while 19.7% said they had no idea or were neutral, and 19 percent disagreed and 3.5 percent strongly disagreed. The majority of respondents were satisfied with the training provided by the organization, which included social skills, general problem solving, and border knowledge (3.61).

Item 3 indicates that 50.6 percent of respondents agreed, 26.2 percent disagreed, and 23.2 percent were neutral or had no idea. Furthermore, the average value result demonstrates (3.40). The majority of respondents are satisfied with the organization's training and development program, as seen in this graph. Item 4 reveals that 43.9 percent of respondents agree, 34.5 percent have no idea, and the rest have no clue. Employees are working more effectively after taking a training course, according to 21.4 percent of those polled (3.23). The majority of respondents are comfortable with the organization's training practice, as seen in this graph.

Item 5 reveals that 55.9% of the respondents agreed with the statement, and 28.4 percent of respondents disagreed, while 15.4 percent said they had no understanding how training and development practices may assist employees modify their behavior. The mean value result of (3.38) indicates that training and development practices can improve workers' working behavior.

Item 5 reveals that 55.9% of the respondents agreed with the statement, and 28.4 percent of respondents disagreed, while 15.4 percent said they had no understanding how training and development practices may assist employees modify their behavior. The mean value result of (3.38) indicates that training and development practices can improve workers' working behavior.

Item 7 shows that 49.9% of respondents agree, 26% say they are indifferent or have no idea, and 23.8 percent say they disagree that training may help them perform better. The mean value result of (3.37) indicates that following training, employees will be able to support the organization's ideals. The following item 8 indicates that 55.2 percent of respondents agree, while 25.3 percent disagree. % of respondents disagree, and 19.3% have no clue whether or not training and development is available. these numbers, as well as the average value, which is (3.39). This led to the conclusion that after getting training, employees' attitudes/behavior improved and they were more eager to take more demanding responsibilities.

Item 9 reveals that 63.7 percent of respondents agree, while 20.6 percent disagree and the remaining 15.4 percent have no idea, that training and development practices have enhanced employee knowledge and abilities. In addition to these values and the mean value, the outcome reveals (3.50). This indicates that the majority of respondents believe that the organization's training and development programs assist employees in performing their jobs effectively. Finally, item 10 reveals that 71.4 percent of the respondents agreed with the statement. 16.1 percent of respondents express their dissatisfaction, while 12.3 percent have no knowledge of the organization's training processes. Furthermore, the outcome of the mean value is (3.81). This demonstrates that the training provided by this company allows employees to become self-sufficient more rapidly.

Table 4.3.3 Performance appraisal practices

S.NO	ITEMS		SD	DES.	NEU.	AGR.	SA	Mean Value
1	Performance Appraisal in our organization aims at improving employee performance & strengthening our jobs skills.	Frequency	5	16	25	183	55	3.94
		Percent	1.7	5.6	8.8	64.4	19.3	
2	Our organization appraises the performance of its employees at regular interval.	Frequency	14	18	28	174	50	3.81
		Percent	4.9	6.3	9.8	61.9	17.6	
	We feel our performance appraisal	Frequency	6	40	109	89	40	

3	has been faire & objective.	Percent	2.1	14	38.3	31.3	14	3.39
4	We receive proper feedback on how we are performing.	Frequency	12	33	69	130	40	3.56
		Percent	4.2	11.	24.2	45.7	14	
5	Our organization recognizes the career growth needs of its employees.	Frequency	17	92	121	40	14	2.93
		Percent	5.9	32.3	42.6	14	4.9	
6	Adequate growth opportunities are available in our organization for those who perform well.	Frequency	18	79	107	66	14	2.93
		Percent	6.3	27.8	37.6	23.2	4.9	
7	I have good understanding of the appraisal criteria.	Frequency	9	45	123	81	26	3.32
		Percent	3.1	15.	43.3	28.5	9.1	
8	The current format of rating scale used (using percentage in each criterion) form is not an effective measure of employee performance.	Frequency	13	19	42	157	53	3.78
		Percent	4.5	6.6	14.7	55.2	18.6	
9	The performance criteria used in the appraisal form does not actual measure my real performance.	Frequency	10	23	33	175	43	3.78
		Percent	3.5	8	11.6	61.6	15.1	
10	The appraisal criteria in which I am evaluated are fair.	Frequency	7	77	87	84	29	3.11
		Percent	2.4	27	30.6	29.5	10.2	
Grand Mean 3.44								
Percent 100								
5=Strongly Agreed (SA) 4= Agree (A) 3=Neutral (N) 2= Disagree (D) 1= Strongly Disagree								

The respondent responses showed that, only 7.3 percent of respondents disagreed, indicating that the majority of respondents think that the goal of performance assessment in the business is to improve employee performance and increase employee work abilities. Furthermore, the average value result is (3.90).

Table 4.3.3 items 1 stated based on the study of sample respondent responses, only 7.3

percent of respondents disagreed, indicating that the majority of respondents think that the goal of performance assessment in the business is to improve employee performance and increase employee work abilities. Furthermore, the average value result is (3.94).

Table 4.3.3 item 3 shows that 45.3 percent of respondents agreed, 38.3 percent of respondents were neutral or had no idea, and 16.1 percent of respondents disagreed. The majority of employees believe the organization measures employee performance fairly and objectively, as evidenced by the mean value result of (3.39). This means that the majority of respondents agree with the current performance review method for employees.

Table 4.3.3 item 4 reveals that 59.7% of respondents agreed, while 24.2 percent responded indifferent or had no idea. While a tiny percentage of respondents disagreed, the result demonstrates that the majority of respondents accepted, and they got proper input on how they are performing. Furthermore, the result of the mean value demonstrates (3.56)

Table 4.3.3 item 5 reveals 42.6 percent of respondents are indifferent, indicating that the organization acknowledges employee career advancement requirements, 38.2 percent of respondents disagree, and the remaining few respondents agree. Furthermore, the result of the mean value suggests (2.93). These descriptive findings suggest that the majority of employees are dissatisfied with the organization's approach to employee career development. Item 6 reveals that 37.6% of respondents have no idea or are ambivalent about this practice, 34.1 percent do not agree, and the remaining 28.1 agree, indicating that more respondents disagree with suitable growth possibilities for those who do well.

Moreover, the outcome of the mean value is (2.93). This indicates that a greater number of respondents are dissatisfied with the organization's provision of suitable growth prospects for individuals who do well. Item 6 reveals that 37.6% of respondents have no idea or are ambivalent about this practice, 34.1 percent do not agree, and the remaining 28.1 agree, indicating that more respondents disagree with suitable growth possibilities for those who do well.

Moreover, the outcome of the mean value is (2.93). This indicates that a greater number of respondents are dissatisfied with the organization's provision of suitable growth prospects for individuals who do well. Table 4.4 item 8 reveals that 43.3 percent of respondents said

they had no understanding or were ambivalent about the organization's performance criteria. The average value is 37.6% agreement and 18.9% disagreement; moreover, the mean value is (3.32). Because nearly all of the respondents had little knowledge of the company's performance standards, it may be concluded that the organization has a problem in this practice.

Table 4.3.3 item 9 reveals that 76.7 percent of respondents agreed, while 11.6 percent of respondents had no idea or were indifferent, and 11.5 percent of respondents disagreed that the organization's performance criteria in the assessment form do not accurately evaluate genuine employee performance. Furthermore, the outcome of the mean value is (3.78).

As a consequence, the organization's performance criteria in the evaluation form do not accurately evaluate each employee's actual performance, as shown in table 4.4 item 9, the majority of respondents were dissatisfied with the way the organization applied performance measurement criteria.

Finally, table 4.3.3 item 10 shows that 39.7% of respondents agreed, 30.6 percent were indifferent or had no idea, and 29.4 percent did not believe that the organization's assessment criteria are utilized fairly.

Furthermore, the outcome of the mean value is (3.11). These findings show that nearly half of the respondents agreed that the organization's evaluation criteria, which is that employees are appraised fairly, were met.

Table 4.3.4 Compensation practices

S. No	Compensation related Question.		SD	DES.	NE U	AGR	SA	Me an Val ue
1	Our organization makes all payment due to us in time.	Frequency	22	15	41	53	13	2.6 0
		Percent	7.7	54.	14.	18.6	4.5	
2	Pay increments offered by our organization are satisfactory.	Frequency	14	39	21	187	23	3.5 4
		Percent	4.9	13.	7.3	65.8	8	
	The existing reward	Frequency	8	12	11	109	144	

3	and incentive plans do not motivate us for better performance.	Percent	2.8	4.2	3.8	38.3	50.7	4.17
4	We are being paid adequately for the	Frequency	17	48	22	146	51	3.55
		Percent	5.9	16.	7.7	51.4	17.9	
5	Rewards in our organization are strictly linked to employee performance.	Frequency	40	142	41	43	18	2.80
		Percent	14	50	14.4	15.1	6.3	
6	The pay we receive in competitive compared to that of employees doing similar work in other organization.	Frequency	30	116	33	90	19	2.81
		Percent	10.5	40.8	11.6	31.7	6.6	
7	I am entitled for rewarded if the whole organization achieves its set target.	Frequency	9	19	9	104	143	4.11
		Percent	3.1	6.6	3.1	36.6	50.3	
8	An increase in my basic pay will encourage me to improve on my performance.	Frequency	8	12	11	108	145	4.17
		Percent	2.8	4.2	3.8	38	51	
Grand Mean = 3.46								
Percent = 100								
5= Strongly Agree (SA) 4=Agree(A) 3=Neutral(N) 2=Disagree (D) 1= Strongly Disagree (SD)								

On the organization makes all payments on time, 62.2 percent of respondents disagree, 23.1 percent agree, and 14.4% have no idea or are neutral, indicating that the majority of respondents believe the organization does not make payments on time. Furthermore, the mean value result indicates that the majority of respondents believe the organization does not make payments on time (2.60). As a result, the results demonstrate that the vast

majority of them feel uncomfortable with this compensation approach, which is the issue. Item 2 reveals that 73.8 percent of respondents think that this organization's pay increments are adequate, while 18.6 percent disagree and the remaining 7.3 percent have no idea or are indifferent (3.54). This leads to the conclusion that the majority of respondents believe the pay increase practices used by the firms are suitable.

As can be seen in item 3, the majority of the respondents agreed, with only 7% disagreeing that the existing reward and incentive plan does not motivate them for better performance. More importantly, the mean value of (4.17) indicates that the majority of the respondents are dissatisfied with the existing organization's reward and incentive practices, which do not motivate them for better performance.

On the Table 4.3.4 item 4 indicates that 69.3 percent of respondents agree, while 22.8 percent disagree, and 7.7% of respondents have no idea or are indifferent. Furthermore, the result demonstrates that the firm pays employees properly for the work they accomplish (3.55). This indicates that the majority of respondents are satisfied with the organization's practice of paying employees for the job they complete.

The following item 4 indicates that 69.3 percent of respondents agree, while 22.8 percent disagree, and 7.7% of respondents have no idea or are indifferent. Furthermore, the result demonstrates that the firm pays employees properly for the work they accomplish (3.55). This indicates that the majority of respondents are satisfied with the organization's practice of paying employees for the job they complete.

Table 4.3.4 item 6 shows that 51.3 percent of respondents disagree, 38.3 percent agree, and the remaining 11.6 percent respond neutral or have no idea, about the pay practice in the organization being competitive when compared to that of employees doing similar work in other organizations. As a result, the majority of respondents do not agree to this practice (2.81). This indicates that the respondents are dissatisfied.

Item number 7 table 4.3.4 reveals that roughly 86.9% of respondents agreed, while 9.7% of respondents disagreed. On the employee entitled to be paid if the entire organization meets its stated aim, the majority of respondents agree, and the mean value result is higher than the mean value result (4.11). This demonstrates that the majority of respondents

believe that monetary compensation motivates employees to perform effectively.

Finally, table 4.3.4 item 8 reveals that 89 percent of respondents agreed, while 7% disagreed, indicating that the majority of respondents felt that boosting basic pay encourages employees to improve their performance.

4.4 Results of Employee performance

Statements concerning employee performance concerns at the organization where you presently work are included below. Please rate your agreement with the following statements so that the research may analyze the impact of HRM practices on employee performance in your company.

Table 4.4 Level of employee performance.

S. No	Employee Performance Parameters		SD	DES	NEU	AGR	SA	Mean Value
1	Work performed by employee in the organization is high quality.	Frequency	17	111	91	47	18	2.79
		Percent	5.9	39	32	16.5	6.3	
2	Employees in the organization usually meet deadlines while accomplishing their tasks.	Frequency	5	28	24	194	33	3.79
		Percent	1.7	9.8	8.4	68.3	11.6	
3	The employees in the organization achieve their specified targets.	Frequency	12	30	36	166	40	3.69
		Percent	4	10	12	58.4	13.2	
4	The rate of absenteeism in the organization is low	Frequency	6	34	39	169	36	3.72
		Percent	2.1	11.9	13.7	59.5	12.6	
5	Employees in the organization are creative & innovative.	Frequency	13	24	39	173	35	3.70
		Percent	4.5	8.4	13.7	60.9	12.3	
6	Employees in the organization are encouraged to appraise themselves	Frequency	15	107	59	79	24	2.80
		Percent	5.2	37.7	20.8	27.8	8.4	

7	Employee in the organization aware of the organizational objectives missionstatement & vision	Frequency	5	16	25	182	56	3.94
		Percent	1.7	5.6	8.8	64	19.7	
8	The costs of work performed have	Percent	14	18	28	175	49	3.81
Grand Mean= 3.54 Percent = 100								
5=Strongly Agree (SA) 4=Agree(A) 3 =Neutral (N) 2= Disagree (D)1= Strongly Disagree (SD)								

Source: Based on survey questioner (2021)

The whole components for the employee performance scored mean range from 2.79 to 3.94, with an average mean of 3.36, are listed in Table 4.6. Item no. 2, item no. 3, item no. 4, item no. 5, itemno. With a mean value of 3.79, 3.69, 3.72, 3.70, 3.94, item 7 and item 8 score higher than the usualmean. The final item had a score of 3.81, which was below the typical norm.

The work performed by employees in the organization is of high quality; however, descriptiveanalysis shows that the majority of respondents do not agree; therefore, in order to provide high- quality products and services, the organization must improve more effective HR practices, as shown in this thesis.

The second item that received a lower score than the average mean value is (2. 80). Employees inthe organization are encouraged to self-evaluate. The majority of respondents disagreed with this strategy, indicating that the business needs to enhance its methods for encouraging employees to evaluate themselves. The highest mean score was given to items two, third, fourth, fives, seven, and eight. 3.79, 3.69, 3.72, 3.70, 3.94, 3.81, and 3.79, 3.69, 3.72, 3.70, 3.94, and 3.81, respectively.

This indicates that employees are doing well, achieving their goals, having a low rate of absenteeism, being innovative, and being aware of the organization's goals and mission, and reducing production costs, making respondents happy.

This demonstrates that personnel at this organization are dedicated to achieving the organization's goals. On the human resource management side of the business, it's

important to focus on improving the organization's and, in particular, employee performance, and to experiment with different routine tasks and molds.

The findings of this study corroborate those of prior research (Mathis, 2005). Collins and Clerk (Collins and Clerk, 2000) Conclusion: Selected hiring has an impact on the success of a company(outcome, commitment). Katu (2007) concluded that there is a substantial positive association between recruiting and selection.

4.5 Results of Relationship Between HRM & Employee Performance.

The degree to which two pieces of data are connected is measured by correlation. The higher the correlated value, the greater the association between the two sets of data (Coetzee 2003). Correlation analysis is used to determine the strength of the relationship between the variables in question. The positive connection between the dependent variable (employee performance) and the independent variable (Recruitment and selection, Training and Development, Performance evaluation and Compensation) is likewise significant at the 1% level, according to table 4.6.

Table 4. 5 Association between (HRM) and Employee Performance variables

Variables	Recruitment Selection	Compensation	Performance Appraisal	Train& Develop	Employee performance
Recruitment Selection	1				
Compensation	0.629**	1			
Performance Appraisal	**	**	1		
Train& develop	0.384**	0.256**	0.369**	1	
Employee performance	**	**	**	**	1
	0.740	0.629	0.522	0.384	
** . Correlation is significant at the 0.01 level (2-tailed). N= 301					

Source: Own data manipulation (2021).

Pearson correlation for the employee performance with HR practice training & development (**r=0.384**) $p < 0.05$ this result shows there is positive relationship between

training & development with employee performance significant level of 5 %. According to (Math & Jackson 2008), that training & development is the processes were by people acquire capabilities to perform job well. (Lee & Bruvold 2003) stated that compressive training activities are positively associated with employee productivity.

The relationship between Human Resource practices (Recruitment & Selection, Training & Development, Performance evaluation and Compensation) independent factors and Employee performance dependent variable was investigated using Pearson correlation and regression. The data was subjected to correlation in order to determine the link between Human Resource Management methods.

Employee performance and HR practice recruitment and selection ($r=0.740$) $p<0.05$ Pearson correlation for employee performance with HR practice recruitment and selection ($r=0.740$) $p<0.05$ Pearson correlation for employee performance with HR practice recruitment and selection ($r=0.740$) $p<0.05$ Pearson correlation for employee performance with HR practice recruitment and selection ($r=0.740$) $p<0.05$ Pearson correlation for employee performance with HR practice recruitment and selection (This research was backed up by earlier research (Collions and Clerk 2003)

Employee performance and HR practice performance assessment correlation result ($r=0.522$) $p<0.05$ Pearson correlation. According to the findings, there is a 5% significant positive association between performance assessment and employee performance. This study backs up prior research (Wan et al 2002) that shown that performance assessment had a favorable impact on employee performance (employee effectiveness, employee outcome). Performance assessment has a favorable influence on employee performance, according to (Mansour 2010).

Employee performance and remuneration have a substantial positive connection ($r=0.629$) $p<0.05$ between remuneration and employee performance at a significant level of 5%, according to the Pearson correlation test. According to a previous research (Kleberg & Moody 1994), pay is favorably associated to staff production, productivity, and customer happiness, and Khan (2010) remuneration has a substantial association with employee performance.

This demonstrates that employee performance and HR practices are positively connected with one another on a pair-wise basis, and the results also reveal that all variables are statistically significant at (p05).

4.6 Results of the effect of HRM practice on employee performance

Table 4.6. The effect of HRM practice on employee performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.766 ^a	0.587	0.583	0.46771

The Adjusted R square represents the extent to which the independent variables can explain fluctuations in the dependent variable.

The coefficient of determination (Adjusted R square) for this study is 0.583, indicating that independent variables (R&S, CM, and T&D) can explain 58.3 percent of the variations in dependent variable employee performance, with the remaining 41.7 percent explained by human resource practices, which are not investigated in this study.

Table 4.7 Regression Analysis ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	214.475	3	71.492	721.239	0.000 ^b
	Residual	415.204	281	1.478		
	Total	629.679	284			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Recruitment & Selection, Training & Development, Performance appraisal and Compensation.

The F statistic has a significant value of less than 0.01, indicating that the model is statistically significant; according to the study's findings, the F statistic is significant. This study's model accurately depicts the relationship between the dependent and independent

variables.

As a result, the independent variables (Recruitment & Selection, Training & Development, Performance Appraisal, and Compensation) are significant in explaining employee performance variation.

Regression Model

The relationship between the independent and dependent variables is explained by the equation below.

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where;

Y is the response or dependent variable-employee performance

b=constant value

b=standardized

coefficients

X=Independent

variable

e= random term (unobservable variable) Thus, the regression equation is

$Y = 0.284 + 0.559R\&S + 0.218CM + 0.096T\&D + e$ Where **Y** = employee performance.

$\beta_0 = 0.284$, β_1 , β_2 , β_3 , are 0.559, 0.218, 0.096 respectively. (**R&S**) = Recruitment and

Selection (**CM**) = Compensation

(**T&D**), = Training and Development

The standardized Beta coefficients in the table show how much each variable contributed to the research. According to the findings, recruiting and selection are the predictor factors that contribute the most to the variance of the dependent variable (employee performance), as they have the greatest standard coefficient Beta value of 0.559.

This suggests that recruitment and selection contribute the most to explaining the variance in the dependent variable (employee performance). when the variation explained by the model's other predictor variables is taken into account Compensation refers to the predictor factors that have the second biggest impact on the dependent variable's variance (employee

performance). Because this predictor variable's Beta value is 0.218, which is the second highest among the other predictor variables.

When the variance described by all other predictor variables in the model is controlled, compensation makes the second strongest unique contribution to explaining the variation in the dependent variable. The predictor factors that contribute the least to the variance of the dependent variable are training and development (employee performance). Since this predictor variable's Beta value is the least (0.096).

Assumption of liner Regression.

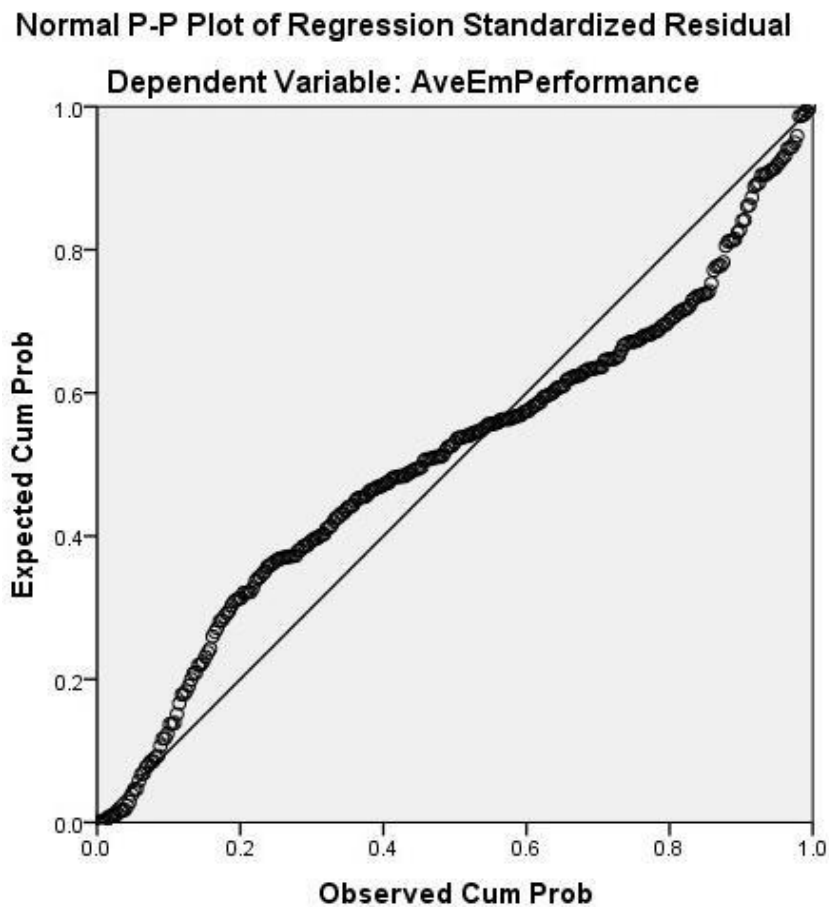


Figure 1: Assumption of liner Regression

The word model gets replaced by things that define the line that we fit to the data.

$$Y_i = (b_0 + b_1 X_i) + \epsilon_i$$

Y_i is the outcome that we want to predict and X is the predictor variable. Here b_1 is the gradient of the straight line fitted to the data and b_0 is the intercept of the line. Those parameters b_1 & b_0 are known as the regression coefficients. There is a residual term, ϵ_i , which represents the difference between the score predicted by the line for participant i and the score that participant i actually obtained.

The trend of scatter plots is that of upward straight line, which shows direct positive correlation between two variables. In figure 1 scatter plots were developed between HRM practices (recruitment & selection, training & development, performance appraisal & compensation). With employee performance showing significantly positive relationship.

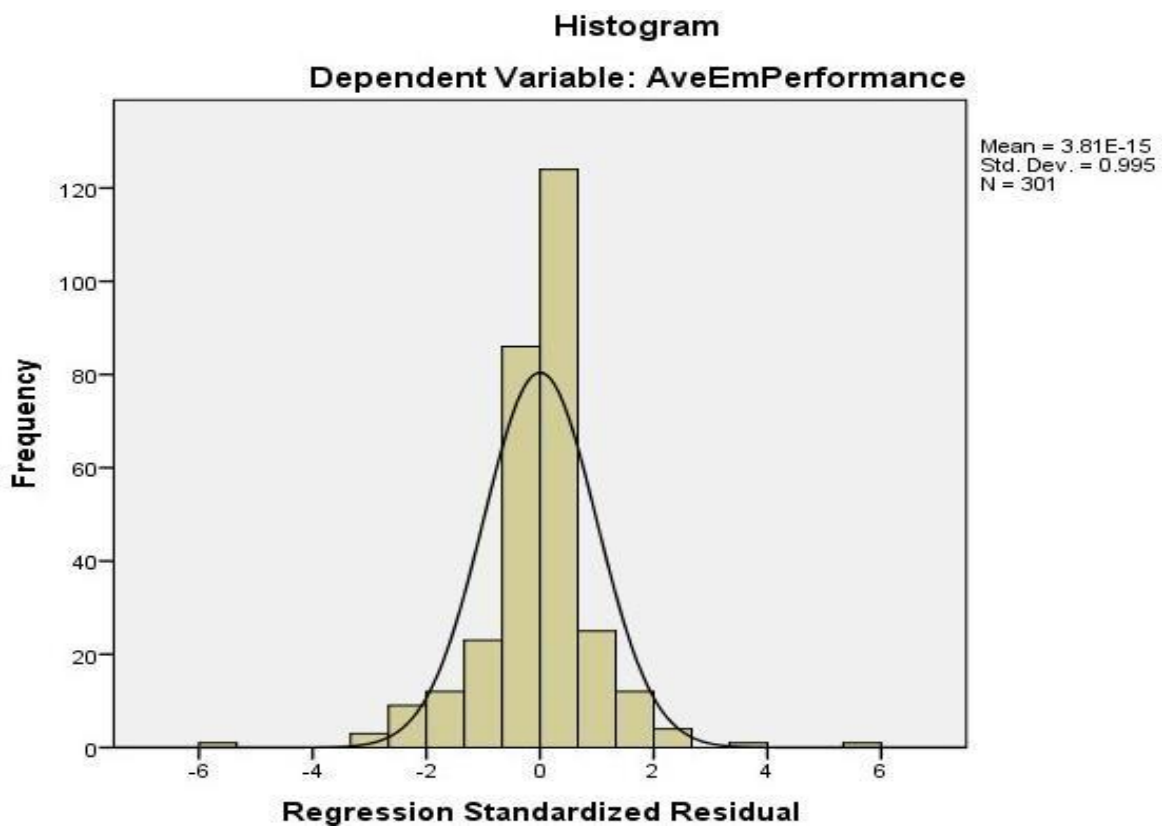


Figure 2: Regression Standardized Residual

The tolerance indicator for recruitment and selection, pay, and training and development are all larger than 0.1 in the multicollinearity statistics table, while the Variation Indication Factor (VIF) is all less than 10.

This demonstrates that the three independent variables do not have a multicollinearity problem.

Table 4.8. Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence		Co linearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
(Constant)	284	0.179		1.681	0.094	-0.051	0.654		
Ave.R & Selection	0.634	0.058	0.559	10.941	0.000	0.520	0.748	0.533	1.876
Ave. Comp	0.204	0.048	0.218	4.256	0.000	0.110	0.299	0.531	1.883
Train. Develop	0.110	0.047	0.096	2.354	0.019	0.018	0.201	0.835	1.198

a. Dependent Variable: Average Employee Performance

Multiple multivariate regression is a way of estimating or forecasting a value for a dependent variable based on the values of one or more independent variables. Statistical regression, like correlations, examines the connection of relationships between variables. The basic goal of regression is prediction (Geotrey M.2005). Table 4.9 displays multiple liner regression parameter estimate.

The recruiting and selection coefficient is 0.634. So, if all other variables remain constant, a 0.634 unit improvement in employee performance is projected for every unit increase in recruiting and selection. Because its p-value is 0.000, which is less than 0.05, the coefficient for recruitment and selection (0.634) is substantially different from zero.

Compensation procedures have a coefficient of 0.204. So, if all other variables remain constant, a 0.204 unit improvement in employee performance is projected for every unit increase in compensation methods. Because its p-value is 0.000, which is less than 0.05, the coefficient for Compensation practices (0.204) is substantially different from zero.

The training and development practices coefficient is 0.110.

Keeping all other variables unchanged, a 0.110 unit improvement in employee performance is projected for every unit increase in training and development procedures. Because its p-value is 0.000, which is less than 0.05, the coefficient for training and development techniques (0.110) is substantially different from zero.

4.7 Discussion of Findings and Implications

The look at's principal goal changed into to decide the impact of human useful resource practices on worker performance in Defense production/ Smite website online. The recruiting and selection coefficient is 0.634. So, if all different variables stay consistent, a zero.634-unit development in employee performance is projected for every unit growth in recruiting and selection. Because its p-fee is 0.000, that's much less than zero.05, the recruitment and selection coefficient (0.634) is extensively one-of-a-kind from zero.

Effective recruiting and choice can also play a crucial function in defining an organization and employee overall performance, consistent with the findings of the look at (Bratton & Gold 2007). According to Katou and Budhwar (2007), suitable recruiting and selection practices have a favorable effect on worker overall performance.

Compensation tactics have a coefficient of 0.204. So, if all other variables remain regular, a zero.204 unit improvement in employee performance is projected for each unit growth in compensation methods. Because its p-cost is zero.000, that's less than zero.05, the coefficient for Compensation practices (zero.204) is notably extraordinary from 0.

The findings of this look at corroborate the findings of a preceding look at (Kidest Feleke 2002) at the impact of repayment on worker productiveness in diverse businesses in Addis Ababa and Debrazite, which discovered that personnel are influenced and attracted to their paintings whilst there's a income increment and compensation within the corporation.

And (Mansach Rubg 2012) which repayment elements, such as wage, praise, and indirect reimbursement, are essential in motivating, enhancing performance, and retaining talented humans.

Good remuneration practices have a positive influence on worker performance, in step with (NjanjaW.Letal 2013).

The training and development practices coefficient is zero.A hundred and ten. Keeping all differentvariables unchanged, a zero.110unit development in worker overall performance is projected for each unit boom in education and development approaches.

Because its p-price is zero.000, that is much less than 0.05, the coefficient for schooling and improvement techniques (zero.A hundred and ten) is appreciably exceptional from zero. The findings of this investigation matched the ones of prior investigations by way of (Raja, Fraguan, and Mohammed, 2011) who indicated that persistent schooling and increase has a good and tremendous effect on degree of overall performance.

HRM practices are answerable for fifty eight.7% of the determined change in HRM practices as measured by means of employees. The regression version is large at the ninety five percent significance degree with a P-cost of zero.000 (less than zero.05). Expect a poor end result from theperformance evaluation variable, however the findings are giant in line with the more than one regression model, accordingly the entirety is ok.

According to the look at's findings, there's an opening inside the corporation's performance evaluation procedure. To address this weak spot, the employer ought to utilize overall performanceappraisal to construct the connection between the superior and the subordinate by way of organisinga motivating scheme promoting openness, doing away with prejudice, and worker pleasure.

Drawing on the findings of the take a look at, it is clean that, whilst the human detail has constantlybeen substantial, its importance will hold to enlarge within the destiny. This is due to the current adjustments, which necessitate the personnel feature to play an an increasing number of vital role in the organisation.

In order to enhance the efficacy of the enterprise and, mainly, worker overall performance, the development factor of human resource management ought to be prioritized. It became vital to exchange numerous regular operations with the intention to aid employee growth.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The take a look at objective was to take a look at how HRM practices influenced employee performance on the Semite Defense Construction website. HRM methods like as hiring and choice, schooling and development, performance assessment, and pay have been shown to have an effect on employee performance. The observe located that the efficiency with which HR tactics are done within the business enterprise has a tremendous impact on employee performance based on the records.

HR guidelines have a 58. Three percentage effect on an enterprise's employee overall performance, in step with the consequences. This sort of research might help the organization emerge as extra aware about its environment. According to the regression study, 3 number one HR techniques seemed to have the most impact on worker overall performance all through this time:

- First, there is recruitment and choice.
- Compensation is variety.
- Then comes Education and training.

A properly-described benefit and unprejudiced gadget evolved through managerial expert critiques and using preferred assessments to scrutinize the precise required mind-set, abilities, and knowledge in potential applicants verified a full-size correlation with worker overall performance and perceived organizational performance.

Employee overall performance is undoubtedly correlated with a compensation system based on employee expectancies; comparable to marketplace programs, competency-based totally and performance-based advantage sharing based mechanism covering both economic and non-financial dimensions, and competency-primarily based and overall performance-based gain sharing based totally mechanism masking each monetary and non-monetary dimensions. Employee job knowledge is improved via training and development, that's

related to progressed employee performance. If a education and development software is created according with the business's strategic strategy, it's going to put together employees to make contributions extra to the commercial enterprise, ensuing in progressed worker performance.

Training will increase worker overall performance, consistent with respondents' comments, and the correlation analysis effects display that training is definitely and extensively associated with worker overall performance. To help the business plan and enforce successful schooling packages, employees should compare their performance before and after schooling. This will aid the corporation inside the developmentand implementation of future training applications.

Finally, the consequences of this have a look at display that 3 independent elements are significantly associated with the based variable, while the final variable isn't always.

5.2 Recommendation

Managers at all levels will help worker efforts and spot people as the organization's most preciousasset to boost Semite site commitment to employee fulfillment. Human sources are the folks who use their information, abilities, and capabilities to create and deliver outstanding offerings, and they're taken into consideration an enterprise's most precious asset.

Wright satisfactory and amount of human beings are attracted by way of effective recruiting and choice, which complements employees' understanding, abilities, and competences whilstadditionally increasing team of workers efficiency.

The enterprise's recruitment coverage ought to be powerful a good way to support medical increase.Departments must be covered inside the screening system due to the fact they have distinctive alternatives for applicants. Candidates should be chosen using proper choice techniques based on the required capabilities, knowledge, and qualifications.

Employee education must be tailor-made to their particular pastimes, and worker performance need to be assessed earlier than and after schooling to look how plenty their expertise of their task has progressed.

Performance-related reimbursement is important for enhancing overall performance. As an end result, the enterprise must use this to reward personnel who obtain their targets. Managers should use HRM practices because they have a full-size effect on employee performance. This take a look at provides to previous efforts to better recognize the hyperlink among employee overall performance and HRM practices. The observe provides new dimensions to control research by means of igniting a debate at the position of HRM practices on worker overall performance.

Statistically substantial correlations and regression effects exist between numerous HRM practices, along with recruitment and selection, schooling and improvement, performance appraisal, and compensation system, indicating that they're significantly associated and make a contribution undoubtedly to worker performance.

5.3 Recommendations for Future Research Works

This study examined a positive HR exercise this is greater appropriate inside the Defense creation (Semite website). Employee performance became studied in terms of HR tactics consisting of hiring and choice, schooling and development, performance assessment, and remuneration. According to the report, management makes use of continuous development evaluation and human resource techniques to boom employee productiveness and attain the organization's goals. This examine would possibly open the way for extra research on HR practice adoption within the destiny. Future researchers might look at the relaxation of the HR practices that had been no longer covered in this have a look at, as well as their impact on worker performance and solutions in each private and governmental businesses.

And future studies can be increased to special sectors and towns to acquire greater big results; this studies' content was limited; but, greater research approximately employee overall performance plan standards are to be had, that may assist employees in knowing what they need to do.

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APPENDIXES

Addis College

College of Master of Science in Construction Technology and Management. MSc program

This questionnaire is designed to gather all the necessary information regarding **ASSESSING THE EFFECT OF HUMAN RESOURCES MANAGEMENT PRACTICE ON EMPLOYEE PERFORMANCE: A CASE OF DEFENCE CONSTRUCTION ENTERPRISE.**

Dear respondent I would like to express my sincere appreciation and deepest thanks in advance for your generous time and frank and prompt response. I ask you in all regard to fill the questionnaire carefully and at your best knowledge.

Name of the student: (MSc). Student. Address

E-mail:

Direction

- No need to write your name
- Your correct information enables the researcher to boost the reliability and validity of the entire research work

Section 1-Demographic Information

Please complete the following biographical information by ticking (√) from the alternative that is the most applicable answer to you in respect of each of the following items.

1. **Gender:** Male Female

2. **In which age group are you?** a, 18-30 Years b, 31-50 years c, above 51 years

3. **Marital Status:** Single Married

4. **Educational level:** a, Under grade 12 b, Certificatē c, Diplomā d,
degree e, Master & Above

5. **Work experience:** - a, < 10 year b, 10- c, 21-30 year, d, >31year
20year

6. **Status :-** supervisor Non
supervisor

Part (B) HRM Practice Related Questions

Listed below are statements about human resource practices related issues regarding the organization you currently work for. For each please indicate your level of agreement with the following statements so that your answer to these questions will enable the research to assess the effect of HRM practice on employee performance in your organization.

1= Strongly Disagree 2= Disagree 3 = Neutral 4= Agree 5 = strongly agree

No	Recruitment & Selection related Question	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	Our organization places the right person in the right job					
2	Adequate & relevant information about the organization & job is provided to the candidate at the time of recruitment.					
3	Selection of candidates in our organization is strictly based on his / her merit.					
4	The organization fills vacant positions from internal and external sources					
5	Only candidates with the relevant skills are considered during the selection process.					
6	Our organization recruitment & selection process equal for all candidate.					
7	The organization make effort to attract the person for a given important position.					
8	The organization Recruitment & Selection process based on desired knowledge, skills &					

9	The organization Recruitment & Selection systemis highly scientific.					
10	The Recruitment & Selection process the organization use valid & standard test.					

	Training and Development related Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	The training needs of the employee in us organization are assessed on the basis of their performance appraisal.					
2	Training in our organization included social skills, general problem-solving skills and border knowledge of the organization and business.					
3	The contents of the Training & Development programs organized are always relevant to the changing needs of our jobs & our business.					
4	Employees are working efficiently after attending Training course.					
5	Training & Development practice help to change behavior of Employees.					
6	Training & Development enhance the skills of job of Employees					
7	After training you are able to perform higher level task.					
8	After Training you feel confident & you can handle your own work.					
9	Training & Development practice have improved Knowledge and skills of Employee.					
10	Training enabled you to be self-sufficient more quickly.					

	Performance Appraisal related Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	Performance Appraisal in our organization aims at improving employee performance & strengthening our jobs skills.					
2	Our organization appraises the performance of its employees at regular interval.					
3	We feel our performance appraisal has been fair & objective					
4	We receive proper feedback on how we are performing					
5	Our organization recognizes the career growth needs of its employees.					
6	Adequate growth opportunities are available in our organization for those who perform well.					
7	I have good understanding of the appraisal criteria					
8	The current format of rating scale used (using percentage in each criterion) form is not an effective measure of employee performance.					
9	The performance criteria used in the appraisal form does not actual measure my real performance.					
10	The appraisal criteria in which I am evaluated is fair.					

	Compensation related Question	Strongly Disagree	Disagree	Neutral	Agree	Str ong ly
1	Our organization makes all payment due to us in time					
2	Pay increments offered by our organization are satisfactory.					
3	The existing reward and incentive plans do not motivate us for better performance.					
4	We are being paid adequately for the work we do.					
5	Rewards in our organization are strictly linked to employee performance.					
6	The pay we receive in competitive compared to that of employees doing similar work in other organization.					
7	I am entitled for rewarded if the whole organization achieves its set target.					
8	An increase in my basic pay will encourage me to improve on my performance.					

Part (C) Employee performance related Questioner

Listed below are statements about employee performance related issues regarding the organization you currently work for. For each please indicate your level of agreement with the following statements so that your answer to these questions will enable the research to assess the effect of HRM practice on employee performance in your organization.

1= strongly Disagree 2= Disagree 3 = Neutral 4= Agree 5 = strongly agree

	Items	Strongly Disagree	Disagree	Neutral	Agree	Strongly y
1	Work performed by employee in the organization is high quality					
2	Employee in the organization usually meet deadlines while accomplishing their tasks					
3	The employees in the organization achievethem. Specified targets					
4	The rate of absenteeism in the organization is low					
5	Employees in the organization are creative & innovative.					
6	Employees in the organization are encouraged to appraise themselves.					
7	Employee in the organization aware. of the organizational objectives mission statement &					
8	The costs of work performed have some controlover costs.					

INTERVIEW QUESTION

This is an interview question designed to gather information about the effect of Human Resources Management Practices on employee performance of Semite Site. The Human Resource Management Manager and team leader will be the interviewees. Genuine and complete responses by each interviewee are highly helpful to make the findings of the study reliable.

Recruitment and selection

1. Do you think the selection system in our organization selects those having the desired knowledge, skills and attitudes?
2. What types of recruitment techniques the organization is using?
3. Does the recruitment and selection process help the organization to find out the right person for right position?

Training and development

1. Do the managers evaluate the effectiveness of the employee training through behaviors?
2. Does the training process for non-managerial employees in our organization are formal and systematically structured?

Performance appraisal

1. Does the Performance appraisal includes the supervisor setting objectives and goals of subordinates for the period ahead in consultation with them
2. Does the performance appraisal process employed by this organization is able to point out areas which I need to improve?

Compensation

1. Does qualified employees have the opportunity to be promoted to positions of greater pay and/or responsibility within the company?
2. Does the company constantly reviews and updates the range of benefits to meet the needs of employees

Thank you for participation