

ASSESSMENT OF THE HUMAN RESOURCE MANAGEMENT PRACTICES ON JOB SATISFACTION IN EMPLOYEES AND SPORT COMMITTEE IN NORTH SHOA ZONE THE CASE OF MORETNA JIRU, SIYADEBRNA WAYU AND ENSARO WORDA YOUTH & SPORT OFFICES.

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ABSTRACT

This study aimed to assessment of human resources management practices on job satisfaction in North Shewa Zone specifically Moretna Jiru , Siyadebirna Wayu and Ensaro Woredas Youth & Sport office. The study used both quantitative and qualitative research to triangulate the data collected for those data. Descriptive and explanatory research designs were used to describe and explain the data collected from the respondents. Primary and secondary data sources were used together the relevant information. Questionnaire and interview used as instrument together relevant information's. Simple random sampling technique and purposive sampling technique was employed to select the respondents. Descriptive statistics such as frequency, percentage, mean, standard deviation, Pearson correlation and multiple linear regression. The finding of the study identified merit based appointment, fully informed of applicants, induction, orientation and familiarization process and vacancies were filled from qualified employees internally but the selection based had lack of the desired knowledge; skills and attitude. In the same way, the finding of the study depicted that the respondents believed that payment improves performance but lack of reward, incentive and bonuses given for the staffs to enhance their satisfaction. In the same way, the finding of the study identified that training strategy and coherent training program and allocate budget to

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provide training for the employees and sport performance and lack of conducting regular committee but lack of discussion with employees, appraisal for promotion. In the same way, the incorporate interests, lack of identified training study concluded that that compensation and needs based on business strategy and lack plan reward, training, development and performance training for every year hindered the satisfaction appraisal has a significant effect on job of the employees and sport committee. Moreover, satisfaction. Overall, the three independent the finding of the study addressed that provided variables, compensation and reward were the performance based feedback and counseling, main factors that influencing job satisfaction. growth and development oriented appraisal The study suggests that District administrators system and well-defined performance and youth and sport office leaders can work management strategy in the organizations but together to address the problems in the human lack of using appraisal data for decision making, resource management practice. lack of take corrective measure for low

Keywords: Compensation, Development, Performance appraisal, Reward, Recruitment, Selection, Training.

Introduction

1. INTRODUCTION

1.1. Background of the Study

Human Resource (HR) is the most important asset for any organization and it is the source of achieving competitive advantage. Without having adequate human resources, the organization will be unable to achieve established goals and objectives; hence managing human resources is a key role in the success of an organization (Eneh and Awara, 2017).

The Human Resource Management (HRM) practices covered in this chapter include the following. The first subject is human resource planning (HRP) which covers the identification of HR needs in the organization as well as the designing of a plan to satisfy those requirements. It involves estimating the required workforce and the specific characters of the quality of employees and sport voluntary staff needed.

The next subject is include the action of finding and engaging people required by the organization and then choosing the most appropriate candidates for employment, this is known as recruitment and selection (Armstrong, 2010, 189-192).

The third topic is the training and development of employees and voluntary staff in the organization by which employees and voluntary staff improve their knowledge, skills, and behavior. The other topic is performance management which presents the issues of finding ways to improve organizational, team, and individual performance.

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Compensation and Reward Management is the other topic that is closely related to Performance Management. A reward can be financial or non-financial but altogether the objective is to motivate, attract and retain employees and voluntary staff in an organization. This means recognition and rewarding strategies and policies for successful performance in achieving the determined goals at the individual, team, or organizational level (Armstrong, 2010, 247).

Sport activities in Ethiopia are structured in a rather conventional way, with a Ministry and an Olympic Committee at the top of the institutional hierarchy. The ministry in charge of the sports is currently the Ministry of Youth and Sport, but it has not always been this way. When the first legal body congregating sport clubs was created in 1948, it was placed under the jurisdiction of the Ministry of Social Affairs (Wolde and Gaudin, 2007). Since 1994 the ministry of youth & sport established the sport commission as an autonomous federal government organ having its legal personality having head office in Addis Ababa and has branches (Federal Negarit Gazeta, 2010, p. 5564).

Amhara region Youth & Sport Commission is also established with the objectives of promoting community-based sports and encouraging outstanding sports person in all parts of the region. It is also true in North shewa zone MoretnaJ iru, Siyadebirna Wayu and Ensaro Wordas Youth & Sport office.

The main aim of this study was to search for the problems and challenges in the management capacity of human resources, followed by possible solutions and improvement suggestions for the organizations to the selected woredas such as Moretna Jiru, Siyadebirna Wayu and Ensaro Wordas Youth & Sport office .

Objectives

1.2. Objectives of' the Study

1.2.1. General Objectives

The general objective of the study was to assess human resource management practices on job satisfaction with in North shewa zone Moretna Jiru, Siyadebirna Wayu and Ensaro Wordas Youth &Sport office

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1.2.2. Specific Objectives

1. To investigate the fairness and transparency of recruitment and selection of employees and sport committee in North shewa zone Moretna Jiru, Siyadebirna Wayu and Ensaro Wordas Youth & Spor office.
2. To assess the availability of training and development programs for employees and sport committee in the organization.
3. To assess the effect of compensation and reward on job satisfaction of employees and sport committee in the organization.
4. To determine how performance appraisal affect job satisfaction of employees and sport committee in the organization.

Method

3.1. Introduction

This chapter contains the general methodology of the study by which the questions raised within the study was analysed throughout the thesis in order to meet its research objectives. As a result, this chapter deals with research design, research approach, sample population and size, sampling technique, data source, data gathering instruments, methods of data analysis, ethical consideration , reliability and validity of tools .

3.1.1. Description of the Study Area

The research conducted in Amhara National regional sate, North shewa zone Moretna Jiru, Siyadebirna Wayu and Ensaro Wordas Youth & Sport office of Ethiopia.

Moretna Jiru is one of the woredas in the Amhara Region 65 km far away from the zone capital Debrebrehan and 760 km far away from Bahir Dar. The City had good infrastructure and facilities such as; high powered electricity, water modern telephone & Banking facilities, educational, health and agriculture production surplus in surrounding peasant community of other services.

Seyadebrina wayu District is located in the Semen Shewa zone of the Amara Regional State, about 120 kilo meters north east of Addis Ababa. It has area coverage of 495 square kilo meters, and absolutely located between 9041‘ N to 9053‘ N latitude and 39000‘ E to 39023‘ E longitudes. Seyadebrina wayu is bordered in the south by Oromia region, in the west by Ensaro

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district, in the north by Moretina jiru district, and in east by Basona werana district. The district also found at 45 kilo meter to the southwest from zone administrative town, Debre Birhan and 739 kilo meter to the southeast from regional administrative town, Bahir Dar (SGCO, 2021). Based on the CSA (2015), Siadeberna wayu had a total population of 114,307; of whom 58,411 are men and 55,896 women; 11,316 (9.9%) are urban inhabitants and 102,991 (89.1%) are rural inhabitants. Siyadebrina wayu had a population density of 140.6 persons per square kilo meter, which is greater than the Zone average of 115.3 persons per square kilo meter. A total of 21,281 households were counted in this district, resulting in an average of 4.37 persons to a household (CSA, 2007).

Ensaro district is geographically located between 9° 35' - 9° 55'N and 38° 50'—39° 5'E North Shewa Zone, Amhara Regional State, Ethiopia. The total area of the district is about 44,217.6 ha. Most of the district is low- land (Fig. 1) with a mean annual rainfall of 1174 mm and a temperature of 17.7OC. The total population is about 74,312 (CSA, 2013), out of which 94.7% inhabit rural areas, deriving their livelihood from mixed agriculture.

3.2. RESEARCH DESIGN AND METHODOLOGY

This chapter discusses the research design, target population, sample size; methods of data analysis sources of data, and data collection instruments were in obtaining the required data.

3.2.1. Research Design

The study was applied descriptive and explanatory research design and studies. Descriptive research designs describe the characteristics of objects, people, or organizations (Griffin, 2008). Descriptive research paints a picture of the specific details of a situation, social setting, or relationship. By giving answers to who, what, when, where, and how questions. For Kohtari (2004), descriptive research aims at describing a situation in terms of its characteristics. Explanatory research is also jointly conducted in order to assess impacts of specific changes on existing norms, various processes etc (Creswell and Plano Clark, 2007).

Study aimed to investigate HRM practices in North Shewa zone in the case of Moretna jiru, Siyadebrna wayu and Ensaro woredas Youth & Sport office with about 48 employees and 255 sport voluntary committees total 303 operating. The design of the research was based on primary and secondary data that employed quantitative types of data collection.

Helix**3.2.2. Research Method**

The researcher was employed a cross-sectional descriptive type of research method because the various intent of the study is to describe the existing practices of HRM practices and describing the characteristics of certain groups to estimate the frequency of the subject in the population.

3.3. Sources and Methods of Data Collection

Both primary and secondary sources of data were collected for the study. Concerning to this, the researcher collected primary data through questionnaire and interview (semi-structure interview). On the other hand, the researcher utilized secondary data source. The secondary data was collected from books, magazines, various research results, different statistical reports, and literature and journal articles.

Data was gathered from 46 staff members and 126 none staff (sport voluntary staff) North Shewa zone in the case of Moretna Jiru, Siyadebrna wayu and Ensaro woredas Youth & Sport office staff members using open and closed-ended questionnaires. The respondents were embodied various hierarchies of the departments of North Shewa zone in the case of Moretna Jiru, Siyadebrna wayu and Ensaro woredas Youth & Sport office starting support staff to a higher level of the organization. Furthermore, the perception and ideas of the middle and senior management staff of selected woredas Youth & Sport offices were incorporated to compliment the study. The data collection was done by using a combination of primary and secondary data collection methods.

3.4. Research Approach

Research approach is plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. Mixed method of research approach both forms of data provide different types of information (open-ended data in the case of qualitative and closed-ended data in the case of quantitative). Each type of data collection has both limitations and strengths. The researcher also considered how the strengths can be combined to develop a stronger understanding of the research problem or questions (and, as well, overcome the limitations of each (Creswell, 2009).

Therefore, to fill the limitation of each research approach, the researcher employed both approaches to answer the objective and research question with regard to assessment of human resource management in the public sector Sport organization.

Helix**3.5. Sample Design****3.5.1 Population, sampling unit and sampling frame**

Population is the set of all elements that belong to a certain defined group. Regarding to this, the total population of the study area including all the three Districts staff employees and all three Districts sport committees who are working in the sport organizations are 303 working in the organization.

The sample frame is the list of elements from which a proportional sample size is selected. Accordingly, the sample frame for this study was selected from the three District's Sport organizational employees and sport committees.

A sample unit is a single section selected to research and gather statistics of the whole. Therefore, the sample unit of the study was institute organizational leaders, team leader and sport committees leader.

3.5.2 Method of Sampling

For conducting the study, the researcher employed both probability and non-probability sampling techniques. Because the information is gained from the sample was considered as the representative of the total population. The researcher purposive sampling technique was used employee and randomly selected from each sport committees to collect accurate information from the respondents.

On the other hand, purposive sampling technique was used to correct in-depth information through interview. The key informants were selected based on their experience, skill and knowledge to attain the expected information for the study.

3.5.3 Sample Size

Sampling size is an optimum size select from the total population. In this study, the researcher selected a sample based on the following formula Slovin's (2007) at 95% Confidence level and 5% of Margin of error. The total population in the employees 48 and sport voluntary staff 255 the sum 303. Then, the sample size was calculated as follows;

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

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$n = \frac{303}{303(1+0.05)^2} = 172$. Therefore, the sample size of the participant will be 172

Whereas n = sample size

N = Total population

E = Margin of error

For the interviews; data's was collected through semi-structured one to one interviews with one from each head office and management group in the organization. These participants were purposively selected based on experience, capacity and ability for giving relevant information for the study.

Table 3.1: The Distribution of the Participants in Questionnaire

S/No	Districts	Categories of	Target population	Sampling technique
1	Moretna Jiru	Employee staff	16	Purposive sampling
		Sport committees	42	Simple random sampling
2	Siya Debirawayu	Employee staff	15	Purposive sampling
		Sport committees	42	Simple random sampling
3	Ensaro	Employee staff	15	Purposive sampling
		Sport committees	42	Simple random sampling
Total			172	

3.6 Method of Data Analysis

In this study both qualitative and quantitative methods of data analysis was utilized. In qualitative analysis the questionnaire was designed in English and translation in to Amharic. After that voice were recorded, filter, categorize, theme sprit and transcribe. On the other hand, quantitative data analysis was applied using SPSS 23 version. It was also analyzed using descriptive statistics in the form of five Likert scales (strong agree, agree, neutral, disagree and strong disagree)(Highly Dissatisfied, Dissatisfied, Neutral, Satisfied and Highly Satisfied). The Likert scales were analyzed through percentage, tables, frequency and pie chart. In the same way, inferential

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statistics such as correlation and regression were used to show the relationship between independent and dependent variable.

3.7 Reliability and Validity of the tools

3.7.1 Reliability

Reliability is referred as the extent to which a test, measurement procedure or a questionnaire generates common outcomes on repeated trials. Shortly it is the consistency or stability of scores across raters or over time (Sandelowski, 2000). Therefore, the reliability of this study questionnaire would have been tested by using Cronbach's alpha has been run to check their reliability. As noted that Masdia Masri (2009), the closer the reliability coefficient to 1.00 is the better.

In general, reliabilities less than 0.60 are considered poor; those in the range of 0.60 to 0.80 are considered good and acceptable.

Table- 3.2 Alpha Coefficient for Each Section of Questionnaire

S/n	Section	No. of Items	Alpha Value
1	Selection and recruitment	5	0.883
2	Compensation and reward	6	0.968
3	Training and development	6	0.884
4	Performance appraisal	6	0.866
5	Working Satisfaction	8	0.903

As shown the reliability result indicated above, the internal consistency of the data was acceptable because the alpha coefficient was greater 0.7.

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3.7.2. Validity

The adequacy of the sample is measured by KMO in SPSS. The sampling is adequate or sufficient if the value of Kaiser Meyer Olkin (KMO) is larger than 0.5 Field (2000), according to Pallant (2013) the value of KMO is 0.6 and above. Kaiser (1974) recommends a bare minimum of 0.5 and the value between 0.5 and 0.7 are mediocre, value between 0.7 and 0.8 are good, value between 0.8 and 0.9 are great and value between 0.9 and above are superb (Hutcheson & Sofroniou, 1999). Therefore, the sample adequacies of the variables are great because the value of KMO was found between 0.8 & 0.9. In the same way, the findings from Table 3.3 show that the Bartlett Test score is significant (P value <0.05). This implies that the variable has a significant effect on the dependent variables.

Table 3.3.KMO and Bartlett's Test of Adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.868
Bartlett's Test of Sphericity	Approx. Chi-Square	537.836
	df	10
	Sig.	.000

3.8 Ethical Consideration

In the course of this study, all requirements of the selected organization and the research procedures of Debre Birhan University were properly adhered. All the scientific evidence and supporting documents were consulted and acknowledged. All the participants in this study were appropriately informed about the purpose of the research and their consent were secured before the commencement of the data gathering process. The researcher informed the subject that their response was used only for the purpose of the study. In addition, the researcher assured the respondents that their identity and that of their organizations. Confidential issues were kept confidential.

Result and Discussion**4.1 Introduction**

In this chapter, the results that are obtained from the study are presented, examined, and interpreted in detail. This chapter begins by presenting respondents using a descriptive statistics. A total of 172 questionnaires were distributed for the employees and sport committee working in Moretna Jiru, Siyadebrna Wayu and Ensaro Woreda Youth and sport offices. From 172 questionnaires a total 163 (95%) questionnaires were returned and valid to be analyzed.

4.2 Demographic Characteristics of the Respondents

The following analysis dealt with the basic data of the respondents which comprises of gender, age group, marital status, educational level and experience of respondents. The demographic profiles of the respondents are shown below in table 4.1.

Table 4.1 Demographic characteristics of the respondents

Items	Description	Frequency	Percentage
Gender	Male	128	78.5
	Female	35	21.5
	Total	163	100.0
Age of the respondents	20-30 years	98	60.1
	31-40 years	35	21.5
	41-50 years	20	12.3
	51-60 years	10	6.1
	Total	163	100.0
Marital status	Unmarried	35	21.5
	Married	128	78.5
	Total	163	100.0
Educational status of the respondents	Certificate	72	44.2
	Diploma	31	19.0
	Degree	60	36.8
	Total	163	100.0
Service years of the respondents	1-2 years	12	7.4
	3-5 years	86	52.8
	11-15 years	55	33.7
	Above 15 years	10	6.1
	Total	163	100.0

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Table 4.1 shows the response of the respondents about self-recognition. According to the data, 78.5% of the respondents identified as male, while 21.5% identified as female. This suggests that a majority of the employees in the districts, based on this survey, are male.

Regarding the respondents' ages, 98 (60.1%) of the respondents fell between the 20–30 age group. Similarly, 35 (21.5%) of the participants discovered that the age ranged from 31 to 40 years old. Furthermore, it was discovered that 20 (12.3%) and 10 (6.1%) of the respondents fell into the 41–50 year age group and 51-60 year age range, respectively. Based on the respondents' responses, it can be deduced that the majority of them believed that the age spans between 20 and 30 years old. This suggests that they are capable of carrying out the tasks provided by the company in unaccountable manner.

Regarding marital status, 128 respondents (78.5%) were married and 35 respondents (21.5%) were single marital status. As a result, the study's conclusion suggests that the majority of them were married. This implies that the replies have an obligation to complete the tasks provided by the organization.

Regarding educational backgrounds, 72(44.2%) of the respondents had certificate educational backgrounds, whereas 31(19%) of the respondents had diploma educational backgrounds. Similarly, 60 (or 36.8%) of the respondents were degree holders. Based on the respondents' responses, it may be inferred that the majority of them have an educational background worthy of a degree. This suggests that in order to achieve the organization's stated aim, trained labor was mostly used to complete the work assigned to the organization.

Regarding experience, 12 (7.4%) of the respondents have worked for the organization for one to two years. Similarly, 86 respondents (52.8%) have 3–5 years, 55 respondents (33.7%) have 11–15 years, while ten (6.1%) of the respondents had above 15 years' experience. It is evident from the respondents' responses that the majority of them have between three and five years. This suggests that achieving the organization's goal and vision requires more experience within the organization.

4.3 Human Resource Management Practice

Human resource management practice is played a vital role to bring employee job satisfaction in the public sector organization. In this study, the human resource management practice such as recruitment and selection, compensation and reward, training and development as well as

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performance appraisal issues were clearly articulated based on the data collected from the respondents.

4.3.1 Recruitment and Selection

Table 4.2 response of the respondents towards recruitment and selection

S/no	Statements	N	Mean	Std. Dev
1	In this organization, appointments are based on merit ?	163	3.59	1.00
2	Applicants are fully informed about the qualifications required to perform the job before being hired?	163	3.50	1.08
3	Is there formal induction, orientation and familiarization process designed to help new recruits understand the Organization?	163	3.52	1.04
4	Is there selection system selects those having the desired knowledge; skills and attitude?	163	2.43	1.19
5	Vacancies are filled from qualified employees internally?	163	3.55	1.04

Table 4.2 specifies the response of the respondents towards recruitment and selection in the organization. For this case, the question of in this organization, appointments are based on merit in the organization and the statement of applicants are fully informed about the qualifications required to perform the job before being hired had received a mean score of 3.59 and 3.50 respectively. This suggests that merit based appoints were delivered in the organization. It also important noticed that most of the applicants were informed about the qualifications required to accomplish the tasks before being hired in the organization.

In addition to this, the question is there formal induction, orientation and familiarization process designed to help new recruits understand the organization?

had received a mean score of 3.52 and standard deviation of 1.04 respectively. Based on the response of the respondents, one can realize that formal induction, orientation and familiarization process were practiced in the organization when employees want to recruit.

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Moreover, the respondents asked to indicate their view about the statement of selection system selects those having the desired knowledge; skills and attitude. Based on the statement, one can deduce that selection systems did not select those having the desired knowledge, skills and attitude. This implies that selection system wasn't free from bias to get the right person to the right position in the organization.

The last statement of vacancies are filled from qualified employees internally has received a mean score of 3.55 and standard deviation of 1.04. This indicates that vacancies were filled from qualified employees internally.

In addition to the above quantitative data also supported by the data gathered through interview as follows.

The team sport leader working in Meretna Jiru Woreda administration pointed out that recruitment and selection hasn't effectively implemented to get the right person to the right place. The organization posted the vacant in the billboard of the organization but many applicants applied to compete in the position. Due the number of applicants the right person may not passed to attain the purpose of the organization.

4.3.2 Compensation and Reward

The response of the respondents towards compensations and reward were briefly discussed in table 4.3.

Table 4.3 Response of respondents towards compensation and Reward

S/No	Statement	N	Mean	Std. Dev
1	Payment improves performance?	163	3.98	1.00
2	Employees and sport committees are rewarded based on performance?	163	2.48	1.43
3	Compensation packages encourage employees and sport volunteer committee to achieve organization's objectives?	163	2.58	1.48
4	Employees and sport committee are recognized and rewarded appropriately in this organization?	163	2.26	1.18

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5	Profit sharing/bonuses are used as a mechanism to reward higher performance?	163	2.56	1.41
6	Compensation and incentives systems are clear and specific to the employees and sport volunteer committees?	163	2.41	1.30

Table 4.3 shows the response of respondents towards compensation and reward in the organization. The statements of "Payment improves performance" and " Employees and sport committees are rewarded based on performance" had received a mean score 3.98 and 2.48 respectively. In this regard, the first statement suggests that payment creates an opportunity to improve performance but there was lack of provided reward for the employees and sport committee when they perform in their task in the organization.

The statements of compensation packages encourage employees and sport committee to achieve organization's objectives and employees and sport committee are recognized and rewarded appropriately in this organization had received a mean score of 2.58 and 2.26 respectively. This suggests that compensation packages did not encourage employees and sport committee to attain the objective of the organization. In the same way, the study finding indicates that provided recognition and reward for the employees and the sport volunteer committee did not properly practice in the organization.

The statement of profit sharing/bonuses are used as a mechanism to reward higher performance and compensation and incentives systems are clear and specific to the employees and sport committees had received a mean score of 2.56 and 2.41 respectively. This suggests that profit sharing/bonuses weren't used as a mechanism to reward higher performance, compensation and incentive systems weren't clear and specific for the employees and sport volunteer committees.

The above quantitative data also supported the data collected through interview like as follows. One of the leaders working in Siyadebrna Wayu and Youth and sport office pointed out that compensation and reward existed in plan but not well implemented effectively. This was mainly not applied because of lack of adequate budget to support the best performer of the staffs. Still, the office tries to compensate and reward the employees to upgrade their education in higher institutions. In the same way, the district team leader assured that appropriate compensation and reward wasn't effectively practice on the reality of the ground rather than put on paper.

Helix**4.3.3 Training and Development**

Training and development play a crucial role in the organization to fill the skill gap of the employees and the sport committee to satisfy in their work. Therefore, the response of the respondents is briefly indicated as follows.

Table 4.4 response of respondents towards training and development

S/No	Statement	N	Mean	Std. Dev
1	Training needs are discussed with employees and sport committee?	163	2.14	1.01
2	Is there a training strategy and coherent training program?	163	3.89	1.06
3	Training incorporates the interests of the organization as well as the individual?	163	2.07	.99
4	Training needs identified are realistic, useful and based on the business strategy of the organization?	163	2.33	1.15
5	Every employees and sport committee goes through various training program every year?	163	2.18	1.12
6	Is there a budget dedicated to training and development every year?	163	3.77	1.07

The statements of training needs are discussed with employees and sport committee and training strategy and coherent training program had received a mean score of 2.14 and 3.89 respectively. This suggests that there was lack of discussion about the training needs with the employees and sport committee but training strategy and coherent training programs were properly practice in the organizations.

The statements of training incorporates the interests of the organization as well as the individual and training needs identified are realistic, useful and based on the business strategy of the organization had received a mean score 2.07 and 2.33 respectively. This indicates that training did not take into consideration the interest of the organization and individuals. It also

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understood that training needs weren't properly identified as a realistic, useful and based on the business strategy of the organization.

The respondents asked to indicate their view about the statements every employees and sport committee goes through various training program every year and a budget dedicated to training and development every year had received a mean score of 2.18 and 3.77 respectively. This suggests that training program didn't properly give for the employees and sport committees for every year. But sport offices were allocated budget to deliver the necessary training for the staffs.

The Ensaro Woreda Youth & sport offices team leader indicated that training and development is an important mechanism to retain employees and enhance the capacity to accomplish the tasks given by the organization. But the key informant pointed out that training and development wasn't properly given for the employees. He also added that there was lack of adequate budget allocated for the training and development program to provide and full fill the training needs of the employees at large.

4.3.4 Performance Appraisal

The other human resource management practice in the organization was performance appraisal. Therefore, the responses of the respondents are stated briefly as follows.

Table 4.5 Respondents response towards performance appraisal

S/No	Statement	N	Mean	Std. Dev
1	Employees and sport committees are provided performance based feedback and counselling?	163	3.49	1.12
2	The appraisal data is used for decision making like promotion, job rotation, training, compensation, transfers & discharge?	163	2.42	1.32
3	Are there corrective measures for under-performance?	163	2.35	1.14
4	appraisal system is growth and development oriented	163	3.45	1.09
5	Is there a well-defined performance management strategy?	163	3.54	1.05

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6	Is there regular appraisal for promotion?	163	2.17	1.11
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Table 4.5 shows the response of the respondents towards performance appraisal in the organization. The statement of employees and sport committees are provided performance based feedback and counseling has received a mean score of 3.49. This showed that employees and sport committee were provided performance based feedback and counseling.

The above statement was consistent with the interview data conducted with leaders of Ensaro District Youth and sport office. He assured that appropriate feedback about the performance of the employees was given. He also added that twice a year performance evaluation has been conducted to evaluate the weakness and strength side of the employees to improve for the future.

On the other hand, the mean score of 2.42 showed that the appraisal data wasn't used for decision making like promotion, job rotation, training, compensation, transfer and discharge. The statement of Are there corrective measures for under- performance and appraisal system is growth and development oriented had received a mean score of 2.35 and 3.45 respectively.

This suggests that corrective measures weren't properly implemented about the performance and appraisal system was growth and development oriented.

The last question of there is a well-defined performance management strategy and there is regular appraisal for promotion had received a mean score of 3.54 and 2.17 respectively. This implies that well-defined performance management strategy and regular appraisal for promotion wasn't provided in the organization.

4.3.5 Job Satisfaction

Job satisfaction is important for employees and sport committee to accomplish their day to day tasks in the organization. In line with this, the responses of the respondents are briefly discussed as follows.

Table 4.6 response of respondents towards Job Satisfaction

s/no	Statement	N	Mean	Std. Dev
1	I am happy with assistance given by the organization in terms of money, leave, subscriptions	163	2.25	1.10
2	I am happy with level of participation in decision making	163	2.32	1.12
3	Job rotation is satisfactory in the organization	163	2.29	1.21
4	The organization provides comfortable working environment (space, light, seating arrangement, air conditioned)	163	3.74	.87

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5	I am satisfied with the empowerment in my job assignments	163	2.47	1.19
6	I feel I am valued and enough recognition for well done work	163	2.33	1.14
7	I am satisfied with self-directed work teams to which I belong	163	3.87	.64
8	I am happy with my salary and contingent compensation	163	2.54	1.36

Table 4.6 specifies the response of the respondents towards job satisfaction in the organization. In this context, the statements of I am happy with assistance given by the organization in terms of money, leave, subscriptions and I am happy with level of participation in decision making had received a mean score of 2.25 and 2.32 respectively. This suggests that the respondents did not happy with assistance given by the organization in terms of money, leave and subscriptions. In addition to this, the response of the respondents indicates that respondents did not happy with the level of participation in decision making in the organization.

Similarly, the mean score of 2.22 and 3.74 indicates that a job rotation wasn't satisfied the respondents in the organization but conformable working environments were provided for the staffs in the organization. Moreover, the mean score of 2.47 of the respondents indicates that employees didn't satisfy with the empowerment of their job assignments. Likewise, the mean score of 2.33 and standard deviation of 1.14 showed that they did not feel valued and enough recognition for well done work in the organization.

In addition to this, the statements of I am satisfied with self-directed work teams to which I belong and I am happy with my salary and contingent compensation had received a mean score of 3.87 and 2.54 respectively. This implies that respondents satisfied with self-directed work teams to which they belong but did not also happy with their salary and contingent compensation offered by the organization.

4.4 Inferential Statistics Data Analysis

4.4.1 Correlation Analysis

Correlation coefficient statistics measure the degree to which two sets of numbers are related. In this section, the researcher tried to accomplish the goal of the study through applying Pearson's correlation (r) as it is the most widely used method of measuring the degree of relationship between two variables. The relationship between two variables will be: a correlation of .10 is described as a small effect size, a correlation of .30 is described as a medium effect size and a correlation .50 is described as a large effect size. The correlation coefficient (r) ranging from 0.10 to 0.29 may regarded as indicating a low degree of correlation, r

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ranging from 0.30 to 0.49 may considered as a moderate degree of correlation, and r ranging from 0.50 to 1.00 may be regarded as a high degree of correlation (Cohen, 1988).

Table 4.7 Correlations

		Job satisfaction
Job satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	
	N	163
Selection and recruitment	Pearson Correlation	.474**
	Sig. (2-tailed)	.000
	N	163
Compensation and reward	Pearson Correlation	.836**
	Sig. (2-tailed)	.000
	N	163
Training and development	Pearson Correlation	.723**
	Sig. (2-tailed)	.000
	N	163
Performance appraisal	Pearson Correlation	.730**
	Sig. (2-tailed)	.000
	N	163
**. Correlation is significant at the 0.01 level (2-tailed).		

Table 4.7 shows the relationship between independent and dependent variables. In this study, recruitment and selection, compensation and reward, training and development and performance appraisal were the independent variables while job satisfaction was the dependent variable. Therefore, the relationships between the variables are stated as follows.

The variable of recruitment and selection have a positive relationship with job satisfaction ($R=.474^{**}$). This implies that as proper recruitment and selection practice in the organization leads to enhance the job satisfaction of the employees and the committee vice versa.

Similarly, compensation and reward has a positive correlation with job satisfaction ($R=.836^{**}$). This implies as the organization provide compensation and reward about the best performer of

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the respondents so does the employees and sport committees satisfied in their job. Otherwise, it is difficult to enhance the job satisfaction of the employees and sport committee when appropriate compensation and reward given for them.

Similarly, the variable of training and development has a positive correlation with job satisfaction ($R=.723^{**}$). This indicates that proper facilitating training and development for the employees and sport committee leads to enhance job satisfaction of the employee's vice versa.

The last independent variable of the organization was performance appraisal. Based on this, the correlation result, one can infer that performance appraisal has a positive correlation with job satisfaction ($R=.730^{**}$). This indicates that provides positive feedback about the performance of employees and sport committee leads to enhance job satisfaction of the employees in the organization at large.

Overall, the result of the correlation result showed that recruitment and selection, compensation and reward, training and development and performance appraisal had a strong correlation with job satisfaction.

4.4.2 Regression Analysis Assumption Test

Regression analysis is a way of statistically sorting out the variables that have indeed an impact. While there are many types of regression analysis, at their core they all examine the influence of one or more independent variables on a dependent variable.

Before moving on conducting a regression analysis, the basic assumption tests for the model must be carried out. This is a compulsory precondition in explaining the relationships between dependent and explanatory variables.

The following regression analysis is used for estimating the relationships among variables. It enables to determine the strength of the relationship between variables and the predictive power of the independent variables on the dependent variable. In short, regression helps a researcher understand to what extent the change of the value of the dependent variable causes the change in the value of the independent variables, while other independent variables are held unchanged.

The basic assumption tests for the model are carried out. This is a compulsory precondition in explaining the relationships between dependent and explanatory variables. Five major assumptions namely, Linearity Test, Homoscedasticity Test, Auto Correlation (Durbin Watson Test), Multi-Co linearity and Normality Test checked and proved to be met reasonably well. Each test is explained below:

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1. Linearity Test

The linearity of associations between the dependent and independent variables can be tested by looking at the P-P plot for the model. The closer the dots lie to the diagonal line, the closer to normal the residuals are distributed. As depicted in the below graph, the visual inspections of the p-p plot revealed that there exist linear relationship between the dependent and independent variables.

2. Homoscedasticity Test

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This implies it requires even distribution of residual terms or homogeneity of error terms throughout the data. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2002). If the error terms are distributed randomly with no certain pattern, the problem is not detrimental for analysis.

The scatter plot in fig 4.2 shows that the standardized residuals in this research are distributed evenly which shows that no violation of homoscedasticity.

3. Auto Correlation (Durbin Watson Test)

Autocorrelation or independence of errors refers to the assumption that errors are independent of one another, implying that subjects are responding independently (Stevens, 2012). Durbin-Watson statistic can be used to test the assumption that our residuals are independent (or uncorrelated). This statistic can vary from 0 to 4. For this assumption to be met, the Durbin-Watson value needs to be close to 2 (Field, et al., 2017).

As shown the result of Durbin-Watson test in table 4.10, the value is 0.581. In order to know the autocorrelation of independent and dependent variables it is possible to understand the following assumptions.

Note: Durbin-Watson test= 2 — No autocorrelation

Durbin-Watson test > 2 — Negative autocorrelation

Durbin-Watson test < 2 — positive autocorrelation

Therefore, the result of Durbin-Watson test was 0.581. This indicates there is positive auto correlation among the independent and dependent variables because its value is less than 2.

Helix**4. Normality Test**

Multiple regressions require the independent variables to be normally distributed. This means that errors are normally distributed, and that a plot of the values of the residuals will approximate a normal curve (Keith, 2006).

Frequency distribution comes in many different shapes and sizes. Therefore, it is quite important, to have some general description for common types of distributions. In an ideal world our data would be distributed symmetrically around the center of all scores. As such, if we draw a vertical line through the center of the distribution then it should look the same on both sides. This is known as a normal distribution and is characterized by bell-shaped curve. This shape basically implies that the majority of scores lie around the center of the distribution (Field et al., 2017). The normal distribution graph was shown on fig 4.3 below and revealed that the assumption of normality of has been met. In addition to this, for kurtosis the normal value is less than 3 whereas for skewness the normal value is supposed to be less than 6 (Asghar & Saleh, 2012). Based on the value of Kurtosis and Skewness, one can deduce that the data was normally distributed.

Table 4.8 Normal distribution of data using skewness and Kurtosis

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Job satisfaction	163	.685	.190	-.224	.378
Recruitment and selection	163	-1.432	.190	1.087	.378
Compensation and reward	163	.402	.190	-1.180	.378
Training and development	163	.770	.190	.059	.378
Performance appraisal	163	-.327	.190	-.041	.378

Source: survey result (2024)

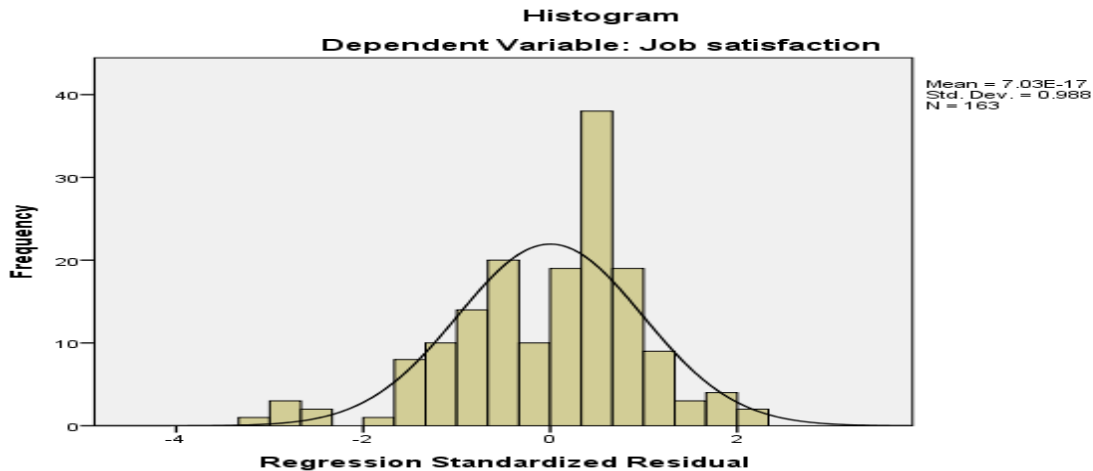


Fig 4.3 Normality Histogram

5. Multicollinearity analysis test: The researcher has checked if multicollinearity problem exist or not before running the regression. Multicollinearity refers to the situation in which the independent/predictor variables are highly correlated. When independent variables are multicollinear, there is “overlap” or sharing of predictive power.

Multicollinearity can be checked using the tolerance and variance inflation factors (VIF) which are the two Collinearity diagnostics factors Multi collinearity Test.

Table 4.9 Multi collinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Recruitment and selection	.703	1.422
	Compensation and reward	.282	3.547
	Training and development	.461	2.169
	Performance appraisal	.393	2.543

a. Dependent: Job satisfaction

Tolerance is an indicator of how much of the variability of the specified independent variable is not explained by the other independent. If this value is very small (less than 0.10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of multicollinearity. Accordingly, the above table the tolerance value for all independent variables is greater than 0.1, which implies that there is no multicollinairity problem in

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connection with tolerance. Variance Inflation Factor (VIF) which calculates the influence of factor should not exceed 1-10, and should ideally be close to one. As per the above table for all independent variables VIF value is less than 10, which implies there is no multicollinearity problem.

According to Table 4.10 the independent factors account for 73.5% of the variance in the dependent variable (adjusted R^2 is 73.5% with an estimated Std. Error of the Estimate of 0.43669). This shows that the independent variable in the model accounts for 73.5% of the variance in the dependent variable.

In other words, 74.1% of the independent variable explained the dependent variable. It also shows that other variables not included in the model can account for the remaining 25.9% of the variance, indicating the need for additional research to find the other factors that affect the level of job satisfaction.

Table 4.11 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	86.260	4	21.565	113.083	.000b
Residual	30.131	158	.191		
Total	116.391	162			

a. Dependent Variable: job satisfaction

b. Predictors: (Constant), performance appraisal, training and development, recruitment and selection, compensation and reward

From table 4.11, F-ratio, which explains whether the results of regression model could have occurred by chance, the F value, is 113.083 at 0.000 significant levels which show that the model is good as its value is less than 0.05.

Table 4.12 Coefficient of determination

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.667	.165		4.043	.000

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	Recruitment and selection	.023	.050	.022	.450	.653
	Compensation and reward	.361	.053	.519	6.806	.000
	Training and development	.213	.057	.222	3.724	.000
	Performance appraisal	.179	.062	.187	2.895	.004
a. Dependent Variable: job satisfaction						

Table 4.12 shows the relationship between independent and dependent variables. The causal relation between the independent and dependent variables is displayed in Table 4.12. Job satisfaction was the dependent variable, while recruitment and selection, compensation and reward, training and development and performance appraisal were the independent variables.

Consequently, using unstandardized Beta Coefficient, it is possible to assess the effectiveness of each predictor (an independent factor impacting the dependent variable). The average change in the dependent variable brought on by a unit change in the independent variable is explained by the regression coefficient. The more support an independent variable receives from its highest Beta coefficient value, the more crucial a role it plays in forecasting the dependent variable.

For the first variable of recruitment and selection, it can realize that recruitment and selection did not have a significant effect on job satisfaction at the significant level of 0.05 because its sig-value was less than at the significance level of 0.05.

In addition to this, the regression coefficient result depicted that compensation and reward has a significant effect on job satisfaction at the significance level of 0.05. This implies as the compensation and reward increased by 0.361 so does the job satisfaction increased by this number but other factors remain constant.

In the same way, the regression coefficient result showed that training and development has a significant effect on job satisfaction but other factors remain constant. This implies that as training and development given for employees and sport committee by 0.213 so does the job satisfaction increased by this unit but other factors remain unchanged.

The last independent variable was performance appraisal. Based on the regression coefficient result, one can infer that performance appraisal has also a significant effect on job satisfaction at

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the significant level of 0.05. This implies that as the performance appraisal increased by 0.179 units so does the job satisfaction of the employees and sport committee increased by this unit.

Overall, the result of the regression coefficient showed that compensation and reward was the main factors of influencing job satisfaction in the respective organizations. In the same way, training, development and performance appraisal were the 2nd and 3rd main factors of influencing job satisfaction in the organizations.

4.5 Discussion

Based on the finding of this study, the study try to link with previous studies related to human resource management practice. The finding of the study indicates that recruitment and selection was positively related with job satisfaction. Similarly in the previous research conducted by Hunter & Schmidt (1982) concluded that employment stability could be achieved through a selection procedure based on ability. Katou and Budhwar (2007) in a study on the Greek manufacturing firms found that recruitment and selection was positively related to employee job satisfaction. Empxtrack (2013) confirmed that the contributions of each employee play a pivotal role in the sustenance and growth of a business. This function reflects the organization's professionalism and maturity.

Compensation and reward has a significant effect on employee job satisfaction. This study was in line with the studies conducted by Terera and Ngirande (2014) and Chepkwony (2014) in which it is argued that reward is used to invite, stimulate, and keep hardworking and competent employees that can help the organizations achieve their stated goals; this can also be the case of UCC. For such a reason, Gohari et al (2013) suggested that the reward system should be designed in a way that will attract potential employees, and enhance employees' job satisfaction. Compensation is a systematic approach. It provides monetary value to employees in exchange for their services.

Compensation may achieve several purposes assisting in recruitment, job performance, and job satisfaction. An ideal compensation management system will help you significantly boost the performance of your employees and create a more engaged workforce that's willing to go to the extra mile for your organization (Chandra and Patnaik, 2012).

Training and development has a significant effect on employee job satisfaction. This study was consistent that that training and development has a significant positive impact on employee's job satisfaction (Garacia, 2005). Therefore, Training and development has a small, yet positive

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significant correlation with the job satisfaction among the non-teaching employees, which reveals that training, is not the only determinant of employee job satisfaction especially among administrators in an organization.

This is also supported by a study conducted based on a sample of 750 administrators in higher learning institutions which revealed that there is no a statistically significant relationship between training and employee retention (Coetzee and Schreuder, 2013).

The finding of this study indicates that performance appraisal has a significant effect on employee job satisfaction. This study was in line with Pallavi et al (2021). This study was also consistent with Jeet and Sayeeduzzafar (2014) showed that the HRM Practices like performance appraisal has the significant impact on job satisfaction. Companies can inspire, monitor and manage employees with the help of right performance management process, tools and approaches. An effective performance management process needs commitment and dedication from human resource management department, managers and employees. Performance management helps in boosting employee engagement and productivity. It helps in creating employee development strategies (Hearn, 2018).

Conclusions

5.1 Summary of Major Findings

The study aimed to investigate the human resource management practice on job satisfaction of employees and sport committee in Moretna Jiru, Siyadebrna Wayu and Ensaro District youth & sport offices. Based on this, the recruitment and selection, compensation and reward, training and development and performance analysis were used a unit analysis of the study. Therefore, the major findings of the study are summarized as follows.

With regard the demographic characteristics of the respondents, 78.5% of the respondents were male that have been worked in the organization. In addition to this, 60.1% of the respondents found the age range between 20 up to 30. This makes to the respondents were productive to carry out their tasks properly in the organization. Furthermore, the study identified that most of the respondents were married, hold degree educational background and had three to five years' experience in the organization.

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In the context of recruitment and selection practice, the finding of the study indicates that merit based appointments nets, fully informed about the qualifications required to perform the job before being hired, formal induction, orientation and familiarization process, and filled vacancies from qualified employees internally in the offices but selection system selects those having the desired knowledge; skills and attitude weren't properly addressed in the organizations.

With regard compensation and reward practice, the study realized that payment improves performance but rewarded based on performance, encourage employees and sport committee using compensation packages, profit sharing/bonuses of the high performers and clear compensation and incentive systems weren't properly implemented in the organization.

With regard training and development practice, the finding of the study revealed that proper training strategy, coherent training program and planned training for very years and allocate adequate budget for enhancing the capacity of the employees in the offices. However, the study identified that discussion with employees and sport committee about training needs, incorporate the interest of individuals in the training, realist, useful and based on business strategy training needs weren't properly implemented in the organizations. This leads to decrease the satisfaction of employees and committee in their work place.

With regard performance appraisal, the finding of the study revealed that employees and sport volunteer were provided performance based feedback and counseling. In the same way, the finding of the study revealed that well-defined performance management strategy and appraisal system is growth and development oriented in the study area. However, the appraisal data wasn't used for decision making like promotion, job rotation, training, compensation, transfers & discharge. Likewise, corrective measures for under- performance weren't properly taken into consideration and regular appraisal for promotion wasn't effectively conducted to satisfy the employees and sport committee in the organizations.

With regard the correlation and regression results, one can infer that compensation and reward, training and development and performance appraisal have a positive and significant effect on job satisfaction. But recruitment and selection has a positive correlation with job satisfaction but insignificant effect on job satisfaction.

5.2 Conclusion

Based on the major findings, the study concluded the following points.

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Based on the provided context, the conclusion drawn from the study is that there are several areas in the organizations that need improvement. In terms of recruitment and selection practices, the study found that the organizations did not properly address the qualifications required for the job, induction and orientation processes, and internal promotions based on qualifications.

Regarding compensation and reward practices, the study revealed that while payment based on performance can improve employee performance, the organizations did not effectively implement clear compensation and incentive systems or reward high performers.

In terms of training and development practices, the study found that the organizations lacked a proper training strategy, coherent training programs, and discussions with employees to identify training needs.

With regards to performance appraisal, the study found that employees received performance-based feedback and counseling, but the appraisal data was not effectively used for decision-making purposes such as promotions, job rotations, training, compensation, transfers, and discharge. Additionally, corrective measures for under-performance were not adequately considered, and regular appraisals for promotion were not effectively conducted.

The correlation and regression results indicate that compensation and reward, training and development, and performance appraisal have a positive and significant effect on job satisfaction. However, recruitment and selection practices have a positive correlation with job satisfaction but an insignificant effect.

Overall, the result of the regression analysis showed that compensation and reward was the main effect of job satisfaction in the organization. In addition, training, development and performance appraisal were the 2nd and 3rd important factors of affecting the satisfaction of the employees and sport committees in the work place.

5.3 Recommendation

Based on the major findings and conclusion, the study forwarded the following issues that need to consideration to improve the human resource management practice in the organization.

1. Selection and Recruitment:

The district youth & sport offices collaborate with district administration and try to implement a merit-based selection process that focuses on the qualifications, skills, and experience required for the job. They also work on enhance transparency and fairness in the recruitment process by

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clearly communicating job requirements and selection criteria to applicants. At the same time, it is necessary to utilize diverse recruitment channels to attract a wider pool of qualified candidates.

2. Compensation and Reward:

The district youth & sport offices collaborate with District administration can develop a comprehensive compensation system that aligns with industry standards and rewards employees based on their performance and contributions. In addition to this, implement performance-based pay structures to motivate employees and encourage high performance. Moreover, regularly review and update compensation packages to ensure they remain competitive and fair.

3. Training and Development

Invest on training and development is an important instrument of enhancing the work satisfaction of the employees and sport committees. To address this issue, the District Youth and sport office heads can strongly work by identify skill gaps and training needs through regular assessments and performance evaluations. Similarly, provide ongoing training and development opportunities to enhance employees and sport committees' skills and knowledge. In addition to this, encourage employees to participate in professional development programs and offer support for continuous learning.

4. Performance Appraisal:

Performance appraisal was the other important human resource management practice. In addition to this, the study realized that establish clear performance goals and expectations for employees. It also important that the Youth and sport office head and district administration administrator try to implement a fair and objective performance appraisal system that provides regular feedback and recognizes achievements. It also further ensures that performance evaluations are conducted consistently and transparently, with opportunities for employees to provide input and discuss their performance.

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