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**EFFECTS OF HUMAN RESOURCE MANAGEMENT PRACTICES
ON ORGANIZATIONAL COMPETITIVENESS IN CASE OF FANA
BROADCASTING CORPORATION S.C, ADDIS ABABA**

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DECLARATION

I declare that the research work titled “*Effects of Human Resource Management Practices on Organizational Competitiveness in the Case of Fana Broadcasting Corporation S.C, Addis Ababa*” is my original work and has not been presented at any other university, and that all sources of materials used for the study have been duly acknowledged.

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This is to certify that the research study entitled “*Effects of Human Resource Management Practices on Organizational Competitiveness in Case of Fana Broadcasting Corporation, Addis Ababa*” submitted in partial fulfillment of the requirements for the degree of master’s with specialization in Business Administration, from graduate program of management department. It has been carried out by **Daniel Tadesse**, under my supervision. Therefore, I recommend that the student has fulfilled the requirements and hence here by can submit the research study to the department for defense.

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As members of the Board of Examiners of the MBA open thesis defense examination, we have read and evaluated this thesis entitled as *“Effects of Human Resource Management Practices on Organizational Competitiveness in Case of Fana Broadcasting Corporation, Addis Ababa”* prepared by **Daniel Tadesse** and examined the candidate. We hereby certify that, the thesis is accepted for fulfilling the requirements for the award of the degree of Master in Business Administration.

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ABSTRACT

This study investigates the effects of human resource management (HRM) practices on organizational competitiveness at Fana Broadcasting Corporation S.C., Addis Ababa. The research examines key HRM dimensions—recruitment and selection, performance management, training and development, and reward management—to evaluate their influence on organizational performance and competitive positioning. A mixed-method approach was employed, incorporating structured questionnaires and in-depth interviews. From a total population of 1,010 employees, a sample of 291 was selected using Yamane's formula. Quantitative data were analyzed using SPSS, including descriptive and inferential statistics such as regression analysis to establish the significance of HRM practices on competitiveness. Findings reveal that ineffective recruitment processes, weak alignment between performance management and employee agreements, and unlinked reward systems hinder organizational performance. However, training and development showed a moderate positive impact on skill enhancement. The study concludes that while HRM practices are present, their strategic implementation remains limited, and affecting FBC's competitive advantage. Recommendations include aligning HR functions with strategic goals, enhancing performance feedback systems, and linking rewards to measurable outcomes to foster innovation and efficiency in the broadcasting sector.

KEYWORDS: *Human Resource Management Practices, Recruitment and Selection, Performance Management, Training and Development, Reward Management, Organizational competitiveness.*

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ACRONYMS

HRM...Human Resource Management

FBC...Fana Broadcasting Corporation

ANOVA....Analysis of variance

SPSS.....statistical package for social sciences

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Hitherto, managing finance used to be the core of the business; however, managing human capital became the top position in the list. Healthcare, education, - these major industries today are all about services. With all these services being distributed, are those non-material resources that you cannot see or toughs skills, and competences, necessary to provide HEL 10 that services. Clearly, gaining competitive advantage through people does demand an intensive effort by the company. If management does not take full advantage of its employees, an all-out human capital utilized firm could not be established (Jackson N. & Schuler R.S., 2003, p. 5). 1-30). The HR function, which first of all should be a strategically oriented one, is in charge of providing the human capital that is required for carrying out the firm's job and for the attainment of the business strategy. It is the HR function that is in a qualitative and quantitative point of view making a contribution to not just the company's establishment but also the way the job is carried out. As a result, the HR has the duty of providing a large workforce and highly qualified workers to fulfill the job requirements of the firm (Becker, B. E., & Huselid, M. A. 1992, p. 5). The HR function, in the long run, lacks impact on the job that the employee does; however, in the short term, the HR function will provide the right skills, knowledge, attitudes, and experience that the firm needs to carry out the job. In other words, HR functions are leaders of training and development in the company and a talent management hub. (Lawler E. E.III & Mohrman S.A.1992, p. 16). It is the HR function that supplies for the creation of intellectual capital as a source of competitive advantage. At a maximum extent, HRM builds organizations, i.e., it is the base, the core of its operations and functions. The tasks performed by the HR department come in the following sequence: productivity, the allocation of human resources, the removal of dysfunction in the organization, and finally, the adaptation of human resources to organizational change. Skilling, reskilling, up skilling, and now learning are essential.

The idea of human resource management (HRM) focuses on how people behave in businesses (Guest, 1997) and is mostly composed of systems, procedures, and policies that affect how employees behave, think, and perform (Delaney and Huselid, 1996; Huseild, 1995). To put it simply, human resource management (HRM) is the study of who works for a company and how they operate (Huseild and Becker, 2011; referenced in Ahmed Mahrez, 2014:1). According to Powell and Snellman's (2004) research, competition between nations and organizations is now based on more creative and inventive ideas rather than who has more natural or financial resources. In a highly competitive market and challenging times, it is unthinkable for companies not to have HRM departments. Only the fittest (companies) will survive in the fierce market irrespective of the energetic preparations of the company to the market. Well, if you miss this point, there will be no advantage over competitors just for the reason that the employees do not comprehend the importance of HRM. Several researches tried to display the effects of HRM practices. The training is one of the best tools used to engage employees and also to increase employee effectiveness and efficiency such that they are able to directly boost organizational performance (Cook C. H., 2001). Furthermore, employees undertake several training programs to enhance their performance as a means of gaining a competitive advantage (Brown P., 2005). Subsequently, the companies should acquire the knowledge about various HRM practices for the purpose of evaluation before they adopt them in order to gain a competitive advantage. An organization does not pursue the same HRM approach just to keep its personnel. The traditional way of showing the steps of HRM procedures or their interrelationships is through the use of a non-verbal chart. The staff's practice of the human resources management of an organization will be effective in the event of the employees being certain that admitting and recognizing the procedures and their actions will benefit the company. The outcomes of HRM activities such as the processes of hiring and selection, training and development, performance management, and reward management, and how employees envision the benefits of these methods are the aims of this research.

1.2 Background of the Organization

Ethiopia's first private broadcaster is FANA Broadcasting Corporate (FANA B.C.). Our media house, Fana Broadcasting Corporate, commenced service in 1994 with outdated equipment and limited manpower, but with the first of its kind and new style in the country's broadcast media industry. Through process, it has made a leap forward by improving its structure and programs' content and also addressing challenges. Our media house, which is known for its community-centered programs and commitment to improve the political and socio-economic livelihoods of our people, has become more preferable and managed to attract more audiences and partners in its television, radio, and online services.

Fana Broadcasting Corporate has become a pioneer in the country's media history by building a full HD studio within its media complex and commencing full HD television transmission. After months of test transmission, it started transmission with its full capacity in January 2017 after it was inaugurated by the former President Dr Mulatu Teshome.

After equipping itself with the needed manpower and tools that are essential for online media, which is one of the best mediums at present, Fana Broadcasting Corporate is presenting various contents to its audiences in Amharic, Afan Oromo, Tigrigna and English languages via its website, Facebook and Twitter pages, including in photos, videos and audios. It

In radio broadcasting service, besides its national and Fana FM 98.1 transmission, it has opened FM stations out of the capital Addis Ababa in 11 regional cities with a stunning speed where all stations are networked, equipped with the necessary manpower, and fitted with the latest radio technologies. Currently, it has 12 FM stations across the nation that provide broadcasting services in Amharic, Afan Oromo, Afarigna, Somaligan, Tigrigna, Wolaitigna and Sidamigna languages.

Fana Broadcasting Corporate is currently providing training and counseling service by establishing its own technology, journalism, and communication training center. At present, it has a total of 1,010 hardworking and committed workers (<https://fanamc.com>).

1.3 Statement of Problem

Based on theories of human behavior and organizational success, human resource management (HRM) is a comprehensive strategy to hiring and developing employees. It emphasizes moral behavior and human resource management. HRM encompasses corporate strategy-aligned policies and practices in learning, performance, employee well-being, employee resourcing, and organization design. Because it suggests that humans can be managed like any other factor of production, some individuals object to the term "human resources." They choose "people management" instead (Keegan, 2010).

Many typical HRM techniques, including performance management, training and development, incentive management, and recruitment and selection, would have problems with their implementation, according to the researcher's personal observations.

Based in Ethiopia, Fana Broadcasting Corporation (FBC) is a media company that runs television and radio stations. The company's competitiveness is impacted by a number of internal and external issues. In order to solve these issues and improve organizational effectiveness, human resource management techniques are essential. The impact of human resource management strategies on FBC's organizational competitiveness are discussed, along with the organization's internal and external issues.

Internal Problems: FBC faces challenges in producing high-quality content due to outdated technology and internal communication issues, which can lead to misunderstandings, delays, and operational inefficiencies.

External Problems: FBC faces regulatory challenges in Ethiopia, a highly competitive media landscape, and external economic factors that affect its operations and content production. Adapting to changing requirements and staying ahead of competitors is crucial for maintaining organizational competitiveness, Evidence from primary observation of the researcher.

In the contemporary landscape of organizational management, the role of human resource management (HRM) practices as critical determinants of organizational competitiveness has been gathered significant attention. However, the specific impact and efficacy of these practices within the operational framework of fana broadcasting corporation remain relatively unexplored. Despite the recognition of the fundamental importance of HRM in cultivating a competitive edge, there is a dearth of empirical evidence regarding the precise influence of HRM practices on

the overall competitiveness of the corporation within the dynamic media industry. The significance of this knowledge gap becomes more pronounced within the unique operational and strategic context of fana broadcasting corporation, which operates in a fast-paced and highly competitive industry landscape. This study explores the relationship between human resource management practices and organizational competitiveness at fana broadcasting corporation. It aims to analyze how HRM strategies align with the corporation's competitive positioning in the media industry. The research identifies areas for improvement in HRM, providing actionable insights to enhance the corporation's competitive positioning in a dynamic operational landscape.

Currently in FBC have Challenges and Issues in Recruitment and Selection at FBC:

FBC faces challenges in attracting a diverse talent pool due to the competitive media industry. The recruitment process is inefficient, with lengthy hiring timelines and ineffective screening methods. Skills mismatches can hinder innovation and adaptability. Impact on Organizational Competitiveness:

FBC's inability to attract and retain top talent can hinder its ability to innovate and produce compelling content. Inefficient recruitment processes can also reduce operational efficiency, leading to missed opportunities and decreased productivity. Poor recruitment practices can also negatively impact FBC's employer brand and reputation, leading to increased costs and potential revenue loss.

1.4 Research questions

- What is the most common challenges organizations face during the recruitment process?
- What are the key problems in the handling practices of performance management systems that affect organizational competitiveness?
- How do training and development practices help in addressing the skill gaps of employees?
- How fair is the reward management mechanism to employees in the organization?

1.5 Objective of the study

1.5.1 General objective

To examine the effects of human resources management practices on the competitiveness of Fana Broadcasting Corporation.

1.5.2 Specific objective

- To analyze the challenges associated with recruiting and selection practices.
- To identify problems in the handling practices of performance management systems in the organizational competitiveness
- To investigate how training and development practices aid in addressing the skill gaps of employees.
- To assess how the reward management mechanism is fair to employees in the organization.

1.6 Research hypothesis

H1: Recruiting and selection practices face significant challenges that hinder organizational effectiveness

H2 Ineffective handling practices of performance management systems negatively impact organizational competitiveness."

H3: Training and development practices significantly aid in addressing the skill gaps of employees.

H4 : The reward management mechanism in the organization is perceived as fair by employees.

1.7 Significance of the study

The study looked at the impact of Fana Broadcasting Corporation's HRM practices, determined the company's current state, and made recommendations for the company based on the results. It assists the company's management in general and the HR department's employees in particular in taking corrective action to enhance the application of HRM practices in order to accomplish their goals. Companies can enhance their human resource management techniques by knowing how employees see these processes. The study also was serving as a secondary source for those who

want to make further study on the area. FBC is able to improve its place in the market by deciding on its human resources strategies with knowledge of how HR practices affect competitiveness.

The primary beneficiary is Fana Broadcasting Corporation (FBC) stands to gain the most from this study since its conclusions were strengthen their competitiveness in the media sector and immediately impact their HRM procedures. The study also will be applicable for other media companies, as they may apply best practices into their own HR strategy and gain insight from FBC's experiences.

1.8 Scope of the Study

Geography: This study focuses on Fana Broadcasting Corporation, which is located in Ethiopia. The research to examine the human resource management practices within this specific organization and their impact on organizational competitiveness in the Ethiopian media landscape.

Methodology: The study is employing a mixed-methods approach, combining both qualitative and quantitative research methods. Data were collected through surveys distributed to employees at various levels within Fana Broadcasting Corporation, as well as in-depth interviews with key management personnel. Statistical analysis is used to assess the relationship between HRM practices and organizational competitiveness, while thematic analysis will be applied to qualitative data for deeper insights.

Concepts: The key concepts explored in this study include human resource management practices (such as recruitment, training and development, performance management, and employee engagement) and organizational competitiveness. The research was investigated how these HRM practices influence factors such as productivity, employee satisfaction, innovation, and overall organizational performance within the context of the broadcasting industry.

Time: The study is focus on a specific timeframe, analyzing data from the past five month (January) 2017 to understand the evolving nature of HRM practices at Fana Broadcasting Corporation and their effects on organizational competitiveness during this period. This timeframe were allowed for a comprehensive evaluation of trends and changes in HRM strategies and their outcomes.

1.9 Operational Definition of Key Terms

Human Resource Management procedures are the plans, guidelines, and procedures that a company uses to efficiently manage its workforce.

Organizational Competitiveness: refers to an organization's ability to effectively compete in its industry or market.

Fana Broadcasting Corporation: is a media company based in Ethiopia that operates radio and television stations, providing news, entertainment, and other programming to audiences.

Employee Productivity: refers to the efficiency and effectiveness with which an employee completes tasks, produces output, or contributes to the goals and objectives of their organization.

Recruitment and selection: is the process of identifying, attracting, and hiring the most qualified candidates for a job within an organization.

Training and development: Enhancing employees' skills, knowledge, and talents to boost their performance and productivity inside a company is known as.

Employee performance : Setting clear expectations, keeping track of progress, giving feedback, and assessing employee performance are all part of performance management, which aims to increase productivity and support the organization's overarching objectives.

Employee Relations: refers to the management of the relationship between an organization and its employees, focusing on creating a positive and productive work environment, addressing workplace issues, and promoting effective communication and collaboration between management and staff.

1.10 Organization of the Study

There are five sections to this study. The study's background, the organization's background, the problem statement, and research questions that raise research objectives are all included in the first section, which is the introductory section. It also discusses the importance and scope of the research. The second section covers reviews of relevant literature, and the third section covers the study's methodology, which includes the research design, population the study will be studying, sampling strategies, tools, data collection and analysis, validity and reliability, and ethical considerations. The study's findings and discussion are presented in Part 4, and its summary, conclusion, and recommendations are presented in Part 5. References are included at the conclusion of the study, and data gathering tools are also included as an appendix.

CHAPTER TWO

REVIEW OF RELATED LITRATURE

2.1. Introduction

An overview of the literature on the idea of HRM practices in organizations is presented in this chapter. The review of literature is taken into account in reviews, both theoretical and empirical. It concentrated on the study's themes, which include how hiring and selection procedures, performance management, training and development procedures, and reward systems affect workers' productivity.

Competitiveness refers to the ability of an individual, organization, or country to compete effectively in a given market or industry. It encompasses the capacity to outperform rivals, achieve sustainable growth, and maintain a strong position relative to competitors. Competitiveness can be influenced by various factors such as innovation, operational efficiency, quality of products or services, cost-effectiveness, customer focus, and market positioning. In essence, it involves the ability to create and sustain a competitive advantage that allows for long-term success and viability in the marketplace. (Forum, 2018)

2.2 Theoretical review

Organizational activities aimed at managing the pool of human resources and making sure that the resources are used to fulfill organizational goals are referred to as human resource management (HRM) practices. These practices include recruitment and selection, training and development, performance management, and reward management, as well as how these activities relate to performance improvement. In this review, we see more ideas that support these specific HRM practices.

2.2.1 Recruitment and selection practies

Performance improvement is dependent on both a well-functioning system and successful human resource strategies that are able to recruit and retain a dedicated and motivated workforce. (Al-Ahmadi, 2009) Recruitment and selection can play a pivotal role in shaping an organization's effectiveness and performance if organizations are able to acquire workers who already possess relevant knowledge, skills, and aptitudes and are also able to make an accurate prediction regarding their future abilities.

Recruitment is the process of establishing a pool of qualified candidates to apply for employment with an organization, whereas selection is the process by which managers and others use specific tools to choose from a pool of applicants a person or people more likely to advance in the job(s) given management goals and legal requirements (Bratton J. &, 2007). Companies try to choose and hire competent candidates. Because they are unable to fully comprehend all of their possibilities and potential characteristics, job searchers rely on partial signals while researching organizations and open openings at the same time. When the punishment for a hiring blunder is large, organizations become more discriminatory and employee turnover increases (Chan, 2011).

The main goal of the hiring and selection process is to acquire as many and as high-quality workers as possible to meet the organization's human resource requirements at the lowest possible cost. The majority of employers realized that an expert was needed when a task was crucial to the organization's performance. The key differentiator of effective workplaces is the three "R's": recruitment, retraining, and retention of high-caliber, highly motivated employees. Therefore, when it comes to enticing and successfully recruiting the right individuals, expertise

2.2.3. Sources of Recruitment and Selection Strategy

(Armstrong M., 2000), internal candidates should be given preference and all internal candidates should apply for open positions. Current employees, references from current employees, a database of previous applicants, retired employees, former employees, and one's own website are the sources used in the internal recruitment process. Denisi (2005) defines external recruitment as the process of searching for potential personnel from sources outside the company. There are many different approaches to external hiring.

In order to determine whether any of the current pool of job candidates—aside from current employees—are adequately qualified or skilled to fill and perform current job vacancies, an organization should carefully consider the types of positions it wishes to fill and choose the recruiting strategies that are most likely to yield the best results. A head hunter may be employed by a company that uses external hiring to help with the search, contact, and hiring process. Advertising, employment agencies, temporary assistance, executive recruiters, walk-ins and referrals, college recruiting, free and paid services, and websites are some of the sources of external recruitment.

2.2.4. challenges of recruitment and selection practices

Ineffective human resource planning is a prevalent issue in hiring and selection. Business plans are translated into particular HRM policies and procedures through thorough HR planning. This is especially true of policies and procedures related to hiring and selection. Getting the correct amount of people with the relevant competencies, experiences, and abilities in the right jobs at the right time at the right cost is the main objective of human resource planning.

In order to hire and deploy the right people at the right time, it is crucial to have thorough and strong recruitment and selection policies that cover topics like hiring and selection processes, evaluating criteria and skills, auditing, and processing labor market data (Kaplan, 2004). Creating a thorough work analysis prior to hiring and selection is the other difficult aspect. Since it specifies pertinent personal traits and attitudes in addition to the abilities and knowledge needed for the position, it is crucial to devote time to learning about the nature of the work. A good fit between applicants and jobs is ensured by carrying out job analyses efficiently and focusing on the appropriate individuals.

It has been argued that employees who are under qualified may not be able to carry out their jobs well because they lack the necessary skills and knowledge, while employees who are overqualified typically have lower job satisfaction because their qualifications exceed what is required for a specific position. A comprehensive job analysis, including job description and work specifications, is required for each position in the company. An suitable selection criterion is therefore essential. While the job definition typically specifies pertinent personal traits and attitudes in addition to the skills and knowledge needed for the position, the job description indicates the duties to be performed (Johnston, 1999).

As a result, every business must evaluate the expenses associated with each suggested hiring strategy. The program's recruitment objectives, which must fulfill a variety of functions, constitute the fourth problem.

The recruiting philosophy is the final consideration, and it is based on the importance of recruitment procedures, the level of dedication to finding and employing a diverse workforce, and the moral principle of equity in the hiring process (Sims, 2002). Recruitment and selection procedures are also severely hampered by the absence of a systematic, reliable selection process and skilled human resource specialists (Stewart, 2000).

2.3 Practices of performance management

Performance management, according to Aguinis (2005), is the ongoing process of determining, evaluating, and improving team and individual performance as well as coordinating performance with the organization's strategic goals. Agreement, measurement, feedback, positive reinforcement, and discourse are its five constituents. The performance of the company, a division, the procedures used to create a good or service, workers, etc., can all be the subject of performance management. The following is a definition of this concept: Despite years of research on the subject, there was still misunderstanding on what exactly "performance management" meant.

Various people have varied interpretations of the idea. Performance management is the process of establishing a work environment or setting that allows people to perform to the best of their abilities. Some people defined the term as training and development, while others understood it as an appraisal process or performance-related pay (Aguinis, 2005). Performance management is a comprehensive method of work that starts with the definition of a job's needs. When an employee departs the company, it comes to an end.

Development, planning, supervising, reviewing, and rewarding are the phases that make up a performance management system. Different activities are going place in each phase. As an illustration In performance planning and development, including laying out plans, establishing goals, and obtaining commitments; in performance management and review, including evaluating versus goals, providing coaching, feedback, and document reviews; and in rewarding During the performance phase, activities related to personal growth, compensation, and results are conducted (Schneider, 1987).Let's examine performance management's goals, difficulties, and relationship to employee performance in order to have a better knowledge of the practice and its effects on worker performance.

2.3.1 Purpose of performance management

M. Armstrong (2010), It should be mentioned that the goal of performance management is to improve outcomes for teams, individuals, and the business by comprehending and controlling performance within a predetermined framework of standards, competency criteria, and planned goals. It is a procedure for creating a common understanding of the goals and a method for managing and developing personnel that raises the likelihood that these goals will be met both

now and in the future. Enhancing people's ability to meet and surpass expectations and realize their full potential for the good of the organization and themselves is the goal of performance management. Another purpose is to make clear how people are supposed to help the business reach its goals by coordinating personal ambitions with the firm's strategic goals (Armstrong M., 2014). Therefore, the goal of performance management is to simply enhance performance in order to facilitate the achievement of corporate goals, and its scope encompasses both individuals and teams inside the firm.

2.3.2 Challenges of performance management

It is a good idea, but it doesn't work, according to Armstrong M. (2009). Managers frequently dislike completing it because they perceive it as a mandatory activity that has little bearing on their actual work. They assert that people dread assessment meetings because they may be afraid of them or because they think they are unimportant or uninteresting. The procedure is troublesome for a number of reasons, including the fact that it can be challenging for one person to summarize another's performance, that it can be challenging to convince line managers to do it efficiently, and that there are numerous performance management systems that are poorly planned or implemented.

According to Pulakos (2004), there are a number of aspects that will affect how well a company's performance management system works, but three are particularly crucial. The system must, first and foremost, support and align with the organization's direction and key success drivers. Second, for the system to be user-friendly and well-received by organizational members, it requires well-designed, effectively managed tools and procedures. The third and most crucial requirement is that managers and staff use the system in a way that provides clear, valuable advantages in the areas of performance planning, performance development, feedback, and attaining outcomes.



Source: Pulakos(2004)

Figure 1.1 The standard procedure for performance management

According to Pulakos (2004), successful performance management systems should establish behavioral standards that outline expectations for employees in key competency areas. These standards should be defined as follows: Below Expectations, Meets Expectations, and Role Model.

Performance management is supposed to improve organizational performance generally by fostering a performance culture where achieving high performance is a way of life, according to Armstrong (2014), who also discussed the impact of performance management on performance. To be more precise, good performance management makes sure that personal objectives are in line with company objectives. This allows individuals' key performance indicators to be connected to the organizations, thereby defining their potential contribution to organizational performance.

2.4. Practice of Training and Development

2.4.1 Training and Training

Employees that receive training gain short-term improvements in their knowledge, abilities, and attitudes related to a particular profession or task. Employee orientation, technical and skill training, coaching, and counseling are all included. On the other side, development improves one's ability to function in a current work while assisting in preparing for future duties.

It includes; Management Training, Supervisor Development. Three organizational levels can have training and development needs: (1) strategic level, where top management determines needs based on the organization's mission, goals, and strategy as well as any issues that need to be repaired or resolved (2) At the tactical level, needs are identified in consultation with middle management, taking into account the need for coordination and cooperation amongst organizational units; and (3) at the operational level, needs are identified in consultation with lower executive management and other staff members, taking into account operational issues such as individual employee and departmental performance issues. It is worthwhile to think about offering appropriate coordination and appropriately incorporating the needs within the three levels in order to help an organization create human resource training and development goals that will allow both formal and informal human resource training and development methods and programs to create a workforce that enables effectiveness and competitiveness (Wognum, 2001).

Training and development is a crucial tool for a business to compete in this demanding and evolving world claims Boston (2011). If large corporations want to be more profitable and competitive in the industry, they must find ways to improve productivity, efficiency, customer service, staff retention, and other key drivers of corporate profitability (training and development) in the face of intense competition and constantly shifting market environments (Nguyen, 2009).

2.4.2 Training Benefits

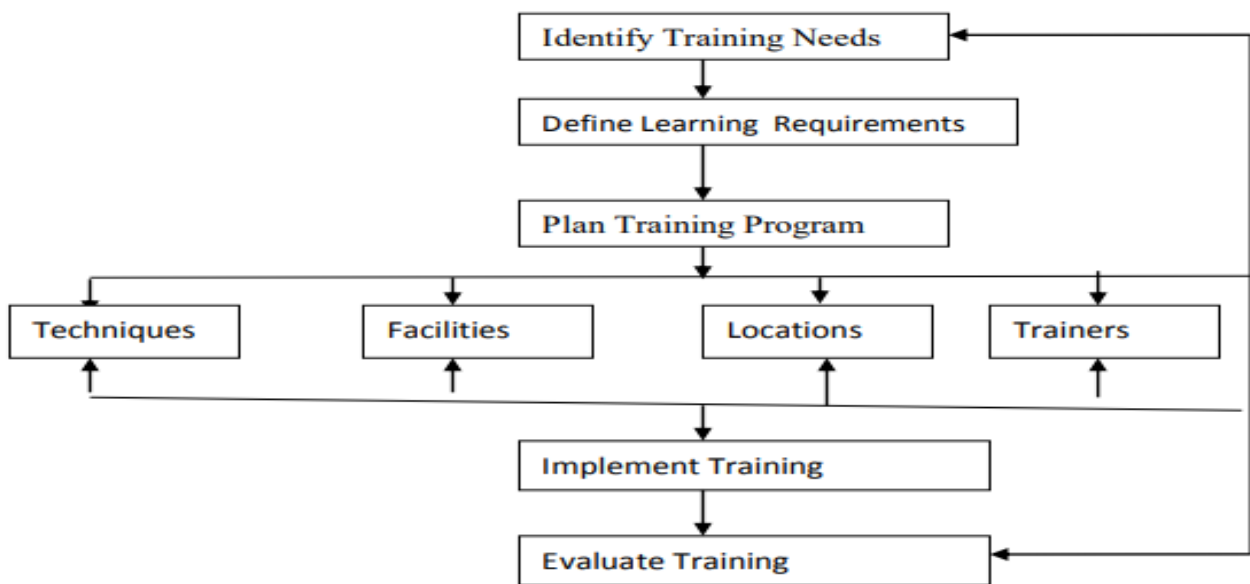
Training is primarily intended to enhance knowledge, skills, and attitudes toward work-related tasks; it is one of the most significant potential motivators that can result in both short-term and long-term benefits for individuals and organizations. (Cole, 2002) enumerates the following benefits of training:

- 1) High morale: employees who receive training are more confident and motivated;
- 2) Lower production costs: training eliminates risks because trained personnel can use materials and equipment more efficiently, reducing waste;
- 3) Lower turnover: training creates a sense of security at work, which lowers labor turnover and absenteeism;

- 4) Training aids in change management by improving employees' comprehension and participation in the process and equipping them with the knowledge and skills necessary to adapt to novel circumstances;
- 5) Offer acknowledgment, increased accountability, and the potential for raises in salary and advancement;
- 6) Contribute to raising staff availability and caliber When training is organized, it is easy to achieve the majority of its benefits.

This indicates that the company, instructors, and students are ready for the training a long time in advance.

Planned training is the deliberate intervention aimed at achieving the learning necessary for improved job performance. According to Kenney and Reid, planned training includes the following actions: Determine and specify the needs for training, specify the learning that must be done in terms of the knowledge and skills that must be acquired and the attitudes that must be altered, specify the goals of the training, design training programs to meet the goals and needs by utilizing the best combination of training locations and techniques, choose the provider, assess the training, and make any necessary modifications or extensions (Armstrong M., 1995).



(Source: Armstrong Michael (1995))

Figure 2.1: The Planned Training Process

2.5: Reward Management Techniques

2.5.1 Management of Rewards

Describe how the creation and use of strategies and policies aimed at compensating individuals consistently, fairly, and equitably in line with their worth to the company is the focus of reward management, which helps the company reach its strategic objectives. In order to satisfy the demands of the organization and its stakeholders, it deals with the planning, execution, and upkeep of reward systems (reward processes, practices, and procedures). Reward management practice is one of the strategies used by human resource managers for attracting and retaining suitable employees as well as facilitating them to improve their performance. Therefore, human resource managers must design reward structures that facilitate the organizations strategic goals and the goals of individual employees (Maund, 2001). Fundamental purpose is to provide positive consequences for contributions to desired performance (Willson, 2003).

2.5.2 Purpose and Structures of Reward Management

The primary goal of rewards is to draw in the ideal candidates and generate motivation through various forms of awards, which will keep workers committed to maintaining high performance levels. In addition to rewarding individuals for their contributions and performances, rewards should also cultivate pride and loyalty in order to encourage employees to stay and give their best effort (Rose, 2014).

Financial rewards

These are rewards that can be offered to employees directly or indirectly in the form of cash compensation. Base pay/salary, merit pay/cost of living adjustments, incentives, bonuses, and other payments sent directly to the employee are all included in the direct form of payment (Milkovich G. Newman J., 2009). Conversely, indirect payments are given in the form of employee benefits including holidays, pensions, and various fringe benefits like cafeteria privileges and medical cost coverage. Another name for them is transactional rewards.

Non-financial rewards

Are those that come from the work itself and don't include any cash payments? Examples include accomplishment, independence, acknowledgment, advancement, and the opportunity to use and grow one's skills, training, professional development opportunities, favorable working conditions, and excellent leadership (Armstrong and Helien, 2005).

The desires that most people have—albeit to varying degrees—for accomplishment, acknowledgment, accountability, influence, and personal development can be addressed by non-monetary rewards.

Appreciation/recognition

the key to securing good work is acknowledging it. It is among the strongest motivators. Naturally, those who are efficient want to be acknowledged for their abilities and superior work. Such acknowledgment can accomplish a lot more than monetary compensation. Armstrong and Helien (2005) emphasized the idea that acknowledgment should be provided sparingly. In other words, it needs to be connected to the actual accomplishments of the staff. If accomplishment bonuses are offered after the acknowledgment, it will have a significant effect.

Internal and external rewards

When a person is intrinsically motivated, they will be dedicated to their profession to the degree that their career entails duties that they find fulfilling. Conversely, extrinsic benefits are not related to the work itself. According to Armstrong and Helien (2007), an extrinsically driven individual will be dedicated to their work to the extent that they can obtain or receive outside benefits.

The sum of the employee's possible monetary and non-monetary benefits is known as the total reward. According to Armstrong (2006), it includes all forms of compensation, including base or basic pay, job evaluation, market rate analysis, grade and pay structures, contingent pay, employee benefits, performance management, and non-financial rewards—rewards that do not involve cash payments and frequently result from the work itself, such as achievement, autonomy, recognition, promotion, opportunities for skill development, training, career development, favorable working conditions, and excellent leadership.

2.6. Reviews of Empirical

This section present reviews of various empirical literature that include studies on human resource practices that have an impact on employee performance, such as performance management, training and development, reward management, and recruiting and selection. (Ombui, 2014) carried out a study on "The Impact of Hiring and Selection on Employee Performance in Kenyan Research Institutes." The findings indicated a relatively substantial relationship between hiring and selection practices and employee performance.

In an investigation into how recruitment and selection criteria affect organizational performance, (Ekwoaba, 2015) found that these factors significantly impact an organization's performance, with the more objective the criteria, the better the organization's performance. (Morris, 2017) came to the conclusion that implementing a performance management system improves employee performance by detecting skills gaps and establishing personal goals that are drawn from the organization's overall goals. (Zhang Y., 2012) emphasized in his research that the primary goals of a performance management system are to guarantee that employees' work fulfills the company's needs; receive ongoing information about how effectively they are performing relative to expectations.

Training is necessary for the employees to perform particular job because most jobs require specific skill and knowledge by which the job is much easier to perform as it is in the benefit of the employee. (Qureshi, 2007), came to the conclusion that training as a human resource management practice has a very positive impact on the performance of the employees since a highly positive correlation was found in that study. Additionally, (Raja A. F., 2011), concluded from finding of their study that On-the-Job Training, Training Design and Delivery style have significant effect on organizational performance and all these have positively affected the organizational performance. It means it increases the overall organizational performance. (Oladejo M., 2014) Studied the impact of financial and nonfinancial rewards on employee motivation and concluded that the importance of rewarded employees is very significant towards employee performance among many companies. Employees take recognition as their feelings of value and appreciation and as a result it boosts up morale of employee which ultimately increases productivity of organizations. On their study (Rizwan, 2010) showed that rewards playing a vital role in determining the significant performance in job and it is positively associated with the process of motivation. The result of the study of (Oladejo M., 2014), showed that compensation plan has significant and positive effect on workers performance which will eventually increase the overall performance of the organization. Compensation system was also found to be the backbone of all policies concerning the acquisition and utilization of human resources. The result of other study also indicated that there is a statistically significant relationship between rewards with employee work performance and rewards have a positive influence on employee work performance (Rashmi, 2017).

Regarding the human resource management practices, the finding of a study of showed that human resources practices i.e. job performance in organization is correlated with human resource practices (compensation, performance evaluation process & promotion practices). (Akram, 2016) On their study findings have reported that human resource management practices (recruitment and selection, training and development, compensation and incentives, performance appraisal) are positively related to employee's performance.

- Study by Breugh Starke (2000): Found that effective recruitment strategies lead to higher quality hires, which positively impacts organizational performance.
- Fana Broadcasting Context: Implementing structured recruitment processes can help attract talent with relevant skills in media production and broadcasting.

Training and Development

- Study by Salas et al. (2012): Demonstrated that organizations investing in employee training experience improved job performance, innovation, and adaptability.
- Fana Broadcasting Context: Continuous training in new broadcasting technologies can enhance creativity and content quality, crucial for staying competitive in the media landscape.

Performance Management

- Study by Aguinis (2009): Highlighted that effective performance management systems align individual goals with organizational objectives, leading to higher productivity and accountability.
- Fana Broadcasting Context: Implementing a robust performance appraisal system can help identify high performers and areas for improvement, fostering a culture of excellence.

Compensation and Benefits

- Study by Milkovich Newman (2008): Found a direct correlation between competitive compensation packages and employee motivation, retention, and overall organizational performance.
- Fana Broadcasting Context: Offering attractive compensation packages can reduce turnover rates among skilled professionals in the broadcasting sector.

Employee Relations

- Study by Barlow Moller (2008): Indicated that positive employee relations contribute to higher job satisfaction and lower turnover rates, enhancing organizational stability.
- Fana Broadcasting Context: Establishing open communication channels can strengthen relationships between management and staff, promoting a collaborative work environment.

Impact on Organizational Competitiveness

Empirical evidence suggests that effective HRM practices have a significant impact on various aspects of organizational competitiveness:

- Innovation: Organizations with strong HRM practices tend to foster a culture of innovation, enabling them to respond effectively to market changes (Klein Knight, 2005).
- Operational Efficiency: Efficient HRM practices streamline processes, reducing costs and improving service delivery (Huselid, 1995).
- Market Responsiveness: Companies that prioritize employee engagement are better positioned to adapt to consumer needs and market dynamics (Bae Lawler, 2000).
- Employee Satisfaction: High levels of job satisfaction lead to increased employee retention, which is critical for maintaining organizational knowledge and expertise (Locke, 1976).

2.6 Conceptual framework

The conceptual framework outlines the relationships between Human Resource Management (HRM) practices and organizational competitiveness within Fana Broadcasting Corporation S.C. It serves as a guide for understanding how various HRM practices can influence key aspects of organizational performance and competitive advantage.

Key Components of the Framework

A. Human Resource Management Practices

- Recruitment and Selection: The process of attracting, selecting, and appointing suitable candidates.
- Training and Development: Continuous professional development initiatives aimed at enhancing employee skills and competencies.

- Performance Management: Systems for evaluating employee performance and providing feedback.
- Compensation and Benefits: Salary structures, bonuses, and other incentives that motivate employees.
- Employee Relations: Policies and practices that promote positive relationships between employees and management.

B. Organizational Competitiveness

- Innovation: The ability to develop new ideas, products, or services that meet market demands.
- Operational Efficiency: The effectiveness with which the organization utilizes resources to achieve its goals.
 - Market Responsiveness: The organization's ability to respond swiftly to changes in the market environment.
 - Employee Satisfaction and Retention: The level of employee engagement and commitment to the organization, impacting turnover rates.

3. Interrelationships

The conceptual framework posits that effective HRM practices lead to enhanced organizational competitiveness through several pathways:

- Improved Employee Skills: Training and development initiatives enhance employee capabilities, leading to better performance and innovation.
- Enhanced Motivation and Morale: Competitive compensation and benefits packages improve employee satisfaction, reducing turnover and fostering loyalty.
- Effective Performance Management: Regular feedback and performance evaluations help align employee goals with organizational objectives, driving productivity.
- Positive Work Environment: Strong employee relations foster a collaborative culture that encourages teamwork and creativity.

HRM Practices and Organizational Competitiveness:

- ✓ The impact of effective Recruitment and selection procedures on talent acquisition and organizational performance.
- ✓ The role training and development plans in enhancing employee skills, knowledge, and performance, leading to improved competitiveness.
- ✓ The challenge of performance management systems on employee motivation, productivity, and organizational outcomes.
- ✓ The relationship between compensation and benefits structures and employee satisfaction, retention, and overall organizational performance.
- ✓ The effect of positive Employee relations and engagement campaigns. On organizational culture, teamwork, and competitive advantage.
- ✓ This conceptual framework was created in light of the research problem and the literature review.
- ✓ The study's goal is to evaluate the issues with particular HRM practices and how employees believe these practices affect their ability to compete.

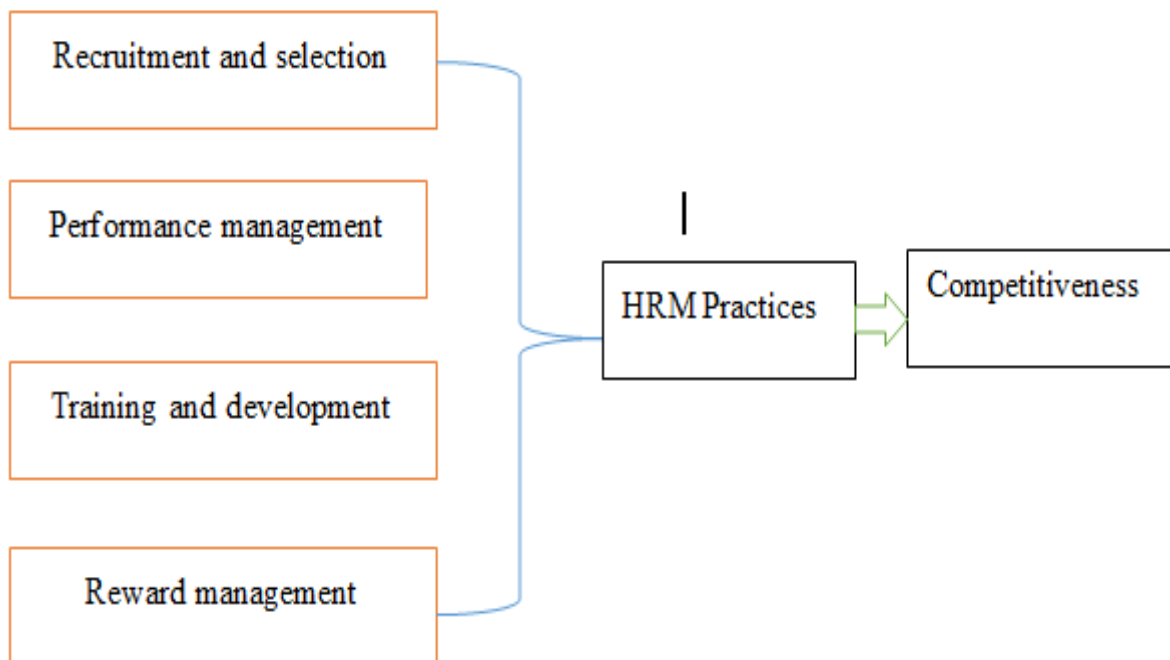


Figure 3.1. Conceptual Framework of human resource management practices

CHAPTER THREE

3. RESEARCH METHODOLOGY

This study is aimed at examining the effects of human resource management practices of Fana Broadcasting Corporation. This chapter discusses the research design, Target Population of the study, sample and sampling techniques, data collection instruments that is used in obtained the required data, data analysis techniques, validity and reliability of instruments, statistical analysis were specified and ethical considerations.

3.1 Research design

The Study employed used both descriptive and explanatory research design because it is believed that explanatory design could help to understand relationship between human resource management (HRM) practices and organizational competitiveness at Fana Broadcasting Corporation S.C. The. This design was chosen to provide a comprehensive overview of the current HRM practices and their perceived effects on the organization's competitiveness.

One research design that could be particularly effective in studying this study uses a mixed-methods research methodology to examine how HRM practices affect organizational competitiveness. It combines qualitative and quantitative techniques to give a detailed hold of the relationship between HR practices and competitiveness.

Qualitative methods, such as interviews, focus groups, and observations, can help researchers gain in-depth insights into the perceptions, attitudes, and experiences of employees, managers, and other stakeholders regarding HR practices and their impact on organizational competitiveness.

Quantitative methods, such as surveys and statistical analysis, can help researchers measure and quantify the relationships between specific HR practices and competitiveness outcomes. By collecting numerical data on variables such as recruitment effectiveness, training investments, employee satisfaction, financial performance, and market share, researchers can identify patterns, correlations, and causal relationships.. This mixed-methods approach allows for a more holistic analysis that considers both the human side (qualitative) and the numbers side (quantitative) of the equation. (Creswell, 2017).

3.2 Research population

The population of interest is homogeneous, and population studies are more representative because all participants have an equal chance of being included in the final sample that was drawn. The study's population consisted of 1010 people, including A News and Program Tapeless Production, Payout and Archive System (240), A Graphics System (250), A Master Control Payout System (200), A Video Wall System (220), and HRM (100). The sample size selection was thought to be representative of A News and Program Tapeless Production, Payout and Archive System, Graphics System, Master Control Payout System, and Video Wall System HRM, as well as large enough to allow for precision. Confidence and generalization of the research findings. A sample size of 1010 employees was determined to be adequate for statistical analysis, based on a confidence level of 95% and a margin of error of 5%.

Table 3.1. Target Population of the study

No	Name of work specialization	Area	Number of Employee
1	A Tapeless Production, Payout, and Archive System for News and Programs	FBC	240
2	A Graphics System	FBC	250
3	A Master Control Payout System	FBC	200
4	the Video Wall System	FBC	220
5	HRM	FBC	100
Total employee			1010

3.3 Sampling Size

A sample is a selection of a group of people or events from a population to be able to find out true facts about the sample that would be true of the population. This becomes necessary as the entire population that couldn't be studied due to the size, inaccessibility, time and financial constraints. Based on probability sampling procedure, systematic sampling techniques used for selecting respondents and then taking employees those exist in working place that helped to collect data in the time scheduled. Yamane (1967) provided a simplified formula to calculate sample sizes. A 95% confidence level and $P = 0.5$ are assumed and $n = N / (1 + N(e^2))$ Where n is the sample size, N is the population size, and e is the level of precision.

With this formula considering confidence level 95% and confidence interval /margin of error/ (\pm) 5% of the data then from the 1010 population sample size is calculated to be 338 participants.

$$n = N / (1 + (e^2)) = 1010 / (1 + 1010(0.05)^2) = 1010 / (1 + 1010(0.0025)) = 1010 / 3.47 = 291$$

3.4 Sample and Sampling Techniques

The research was use a purposive sampling technique to selected participants who have direct experience and knowledge of the HR practices and organizational competitiveness at Fana Broadcasting Corporation. This was ensuring that the sample represents the relevant stakeholders within the organization.

3.5 Source of Data

The information used in this study came from primary sources, which are firsthand accounts that the researcher gathered and examined. These were mostly derived from respondents' answers to self-completion surveys.

3.6 Method of Data collection

A mix of quantitative and qualitative techniques was used to gather the data:

- Surveys: To assess several HRM practices (recruitment and selection, training and development, performance management, and reward management) and their perceived influence on organizational competitiveness, a structured questionnaire with closed-ended questions was created. A small group of workers (338) participated in a pre-test of the questionnaire to ensure clarity and relevance before full deployment.

- Interviews: In-depth interviews were conducted with key management personnel to gain insights into the strategic HRM practices employed like HRM manager (1), employee (10) Team leader (3) at Fana Broadcasting Corporation S.C. These interviews provided qualitative data that complemented the quantitative findings from the surveys.

The research collected first data through surveys, interviews, and questionnaires from employees, managers, and HR professionals at Fana Broadcasting Corporation. Next data was gathered from literature and reports on HR management practices and organizational competitiveness. Two sections of structured questionnaires were prepared, one focusing on general information and the other on HR management practices. The second section of the questionnaire used a five-point Likert scale to measure respondents' opinions on human resource management practices in the organization they work for. Each statement is rated using a 5-point

rating scale, where SA = strongly agree (5), A = agree (4), UD = undecided (3), D = disagree (2), and SD = strongly disagree (1). The final questions were including open-ended questions to encourage respondents to provide as much information as possible and to provide a framework for their responses. Were translated to Amharic for ease of understanding. Out of 338 questionnaires, 291 were collected for analysis.

3.7 Validity and Reliability of Measuring instrument

3.7.1 Validity

How effectively the gathered data covers the actual field of study is explained by validity (Ghauri, 2005). In essence, validity is the ability to measure what is supposed to be measured (Field, 2005). The researcher created the questionnaire with all the items that assess the study's variables in order to guarantee the content validity of the tool. And the research instruments, such as surveys and interview guides, are pilot-tested with a small sample of employees and managers at Fana Broadcasting Corporation to assess their clarity, relevance, and effectiveness in capturing the intended data

3.7.2 Reliability

The degree to which data collection methods would produce consistent results is known as reliability. The degree to which a measurement of a phenomenon yields a stable and consistent result is known as reliability (Carmines, 1979). Repeatability is another aspect of reliability. To confirm the instrument's dependability, the researcher conducted a pilot test with sample respondents before employing SPSS to analyze the data. Cronbach's alpha scale is used by the researcher to gauge reliability. Similar to the commonly used coefficient alpha statistics, the study calculated independent and combined reliability estimates. According to Cuieford (1965), a Cronbach value greater than $\alpha = .7$ indicates good reliability.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.71	.68	40

Source data survey 2025

3.8 Method of data analysis

Different statistical techniques or procedures have been used in a research study and their selection were varies based on purpose and appropriateness for each research situation. Hence, data related with the background of respondents and both the independent and dependent variables have been described using descriptive statistics i.e. frequency and percentage.

Quantitative data from the surveys were analyzed using statistical software. Descriptive statistics (mean, standard deviation) were calculated to summarize the data, while inferential statistics (correlation and regression analysis) were employed to assess the relationships between HRM practices and organizational competitiveness.

Regression analysis allows researchers to examine the relationship between independent variables (in this case, human resource management practices) and a dependent variable (organizational competitiveness). By using regression analysis, researchers can identify which specific human resource management practices have a significant impact on organizational competitiveness.

Furthermore, regression analysis can also help in quantifying the strength and direction of the relationship between human resource management practices and organizational competitiveness. This method can also control for other relevant variables that may influence organizational competitiveness, providing a more accurate understanding of the impact of human resource management practices.

When conducting regression analysis, researchers used statistical software such as SPSS (Statistical Package for the Social Sciences).

Hence, the econometric model for this study were formulated as follows

Multiple Regression Model : $Y_i = B_0 + B_1 RaS + B_2 PM + B_3 RM + B_4 TaD + e_i$

Where:

Y_i = is Organizational competitiveness by the sums of average scored

B_0 = is the Intercept of the regression line; Organizational competitiveness without any constraints

B1-B4 is coefficients of the independent variables

RaS is the independent variable Recruitment and selection measured by sums average scores

PM is the independent variable Performance management measured by sums average scores

RM is the independent variable Reward management and were measured by sums average scores

TaD is the independent variable Training and Development and were measured by sums average scores

3.9 Ethical Considerations

Ethical approval was obtained from relevant authorities at Fana Broadcasting Corporation S.C. Participation in the study were voluntary, and informed consent was secured from all participants. Anonymity and confidentiality were assured, with data being reported in aggregate form to protect individual identities.

It was necessary to keep up ethical standards and the priority in the pursuit of research. The privacy and confidentiality of individuals were expected to be followed without excuses in order to establish good relationships with the respondents. It has been a general principle in research, whereby obtaining the participants' informed consent was to be treated. It was implied as the participants' permission to participate and that they also were cognizant of the nature of the research and their role in it (Israel, 2015). The recording of all research participants' details was done confidentially.

Conducting a survey was the way the participants expressed their consent and their right to quit the process at any time was assured. The form was used to explain the objectives, advantages, and confidentiality. The participants were specifically prohibited from indicating their names, and the researcher ensured that there was anonymity, thus making the participants confident of their replies without the fear of the self-disclosure of personal identity.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

In three sections, this chapter offers the results analysis and discussion based on the current research findings. The demographic profile of the responders is described first. Second, it outlines the findings of respondents' perceptions of each human resource management technique examined in the study, including organizational competitiveness, training and development, performance management, recruitment and selection, and reward management. SPSS was used to process and display the data in tables, graphs, and statistical representations. In order to determine the current state of the HRM practices of the organization being studied, processed data was gathered from the field and used to provide interpretations. These interpretations offer valuable insights into the strengths and weaknesses of the organization's HRM strategies. Furthermore, they highlight areas for improvement that could enhance employee satisfaction and overall organizational effectiveness.

4.2 Demographic Information and Response Rate

4.2.1 Rate of response

A survey questionnaire was used to gather data for this study from 338 respondents within the company throughout the month of April 2017. Participants were given survey questionnaires; 291 of the 338 sample respondents completed and returned the forms, yielding an 86.1% response rate. Twenty-two of the surveys were unusable due to improper filling, while twenty-five of the surveys were not returned.

The presentation and analysis of generic respondent data gathered via a structured questionnaire are briefly covered in this section. The respondents were asked seven questions in order to gather general information. Employees' gender, level of education, age, service year, marital status, place of employment, and position are examples of general information.

4.2.2 Descriptive result of sample respondents' demographic profile.

Table 4.1: Sample Respondents' Demographic Profile

Variables	Category	Frequency	Percentage (%)	Valid Percent	Cumulative Percent
Gender	Male	178	61.2	61.2	61.2
	Female	113	38.8	38.8	100.0
Age	Below 20 years	8	2.7	2.7	2.7
	20 to 29 years	32	10.7	10.7	13.4
	30 to 39 years	107	36.8	36.8	50.2
	40 to 49 years	96	33.0	33.0	83.2
	50 years and	49	16.8	16.8	100.0
Marital status	Single	254	87.3	87.3	87.3
	Married	37	12.7	12.7	100.0
Educational Qualification	Educational level				
	Below Diploma	46	15.8	15.8	15.8
	Diploma	85	29.2	29.2	45.0
	Degree	129	44.3	44.3	89.3
	Masters and above	31	10.7	10.7	100.0
Years of Experience	Below 1 years	21	7.2	7.2	27.2
	1 to 5 years	31	10.7	10.7	17.9
	6 to 10 years	82	28.2	28.2	46.0
	11 to 20 years	85	29.2	29.2	75.3
	Employee at lower level	245	84.2	84.2	84.2

Job role	Team leader	32	11.0	11.0	95.2
	Desk coordinator	2	0.7	0.7	95.9
	Department head	10	3.4	3.4	99.3
	Division head	2	0.7	0.7	100.0
Work area	Editorial area	97	33.3	33.3	33.3
	Media technology	122	41.9	41.9	75.3
	Supportive area	72	24.7	24.7	100.0

The demographic profile of the respondents indicates a predominantly male workforce (61.2%), with the majority falling within the 30 to 49 years age range (69.8%). Most participants are single (87.3%) and hold at least a diploma or degree, with 44.3% possessing a degree and 29.2% holding a diploma. In terms of professional experience, the largest proportion of respondents has between 6 to 20 years of work experience (57.4%). The majority occupy lower-level employee roles (84.2%), with only a small percentage in supervisory or managerial positions. Regarding their work area, most respondents are engaged in media technology (41.9%) and editorial roles (33.3%), while 24.7% work in supportive areas. This profile reflects a relatively experienced, educated, and technically oriented workforce, predominantly serving in operational-level roles within the organization.

4.3 Findings

The results of the questionnaire survey are shown in this section. Employee perceptions of hiring and selection procedures, performance management procedures, training and development procedures, organizational competitiveness, and reward management procedures are the five primary subjects covered in this section. highly disagree (1), disagree (2), undecided (neither agree nor disagree (3)), agree (4), and highly agree (5) were among the five-point Likert scale questions used to gauge respondents' attitudes for each issue. A statistical technique for summarizing and characterizing a dataset's features is called descriptive analysis. When surveys or questionnaires use a five-point Likert scale, the responses are usually interpreted using the following criterion standards:

1. SD= Strongly Disagree (1): Indicates a strong negative response to the statement or question.
2. DA=Disagree (2): Reflects a negative response but with less intensity than "Strongly Disagree."
3. UN=Neutral (3): Represents a neutral position, indicating neither agreement nor disagreement with the statement.
4. A= agree (4): Shows a positive response to the statement, though not as strong as "Strongly Agree."
5. SA=strongly agree (5): Denotes a strong positive response, indicating full agreement with the statement.

4.4 Responses from participants regarding HRM practices and organizational competitiveness

4.4.1 Practices of Recruitment and selection

Table 4.2 Practices of Recruitment and selection

Practices of Recruitment and selection	N	Mean	Std.Deviation
Recruitment and selection of employees based on human resource strategic plan of our organization.	291	2.98	1.058
In our organization recruitment and selection based on Properly established job descriptions of a position.	291	2.47	1.276
Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment and selection.	291	3.91	1.112
Our organization places the right person in the right job.	291	2.84	.989
Selection of a candidate in our organization is strictly based on his/her merit.	291	3.98	1.032
Selection tests conducted by trained and impartial people.	291	2.43	1.131
For vacancies first chance is given to internal recruitment with promotion and transfer of employees	291	2.25	1.236
For vacancies first chance is given to internal recruitment with promotion and transfer of employees	291	2.74	.804
The selection methods of our organization help me to improve my performance.	291	2.24	1.071
Valid N (list wise)	291		

Source Spss output 2025

The item statistics of hiring and selection procedures based on employee perceptions are shown in Table 4.2. A mean score of 3.98 indicates that employees agree that their organization makes selections based on merit. Participants also agree that candidates are thoroughly informed about the skills required to perform the job before being hired, as indicated by a mean score of 3.91. The respondents' positions are as follows: they neither agree nor disagree with the questions they asked; they place the right person in the right job (mean 2.84); they base their hiring and selection procedures on their organization's human resource strategic plan (mean 2.98); and they make their hiring and selection procedures attractive to candidates (mean 2.74). In response to the questions, respondents disagreed that their organization bases hiring and selection on well-written job descriptions for a position (mean 2.47), that impartial, trained individuals administer selection tests (mean 2.43), and that internal recruitment is given priority over promotions and employee transfers (mean 2.25). Lastly, with a mean score of 2.24, they disagreed with the question about whether the organization's selection procedures improved their performance.

Table 4.3 Summary of selection and recruitment practices

	Mean	Minimum	Maximum	Range	N of items
Item means	2.87	2.24	3.98	1.74	9

Source Spss output 2025

Summary item data of the organization's recruitment and selection procedures are displayed in Table 4.3. The average mean of 2.87 in the table indicates that respondents were neither in agreement nor disagreement with the recruitment and selection procedures used by their companies. The item with the least agreement regarding how recruitment and selection practices affect their performance has a minimum mean of 2.24. According to the mean of 2.24, neither agree nor disagree that their organization's selecting practices aid in their ability to perform better.

4.4.2 Responses on performance management practice

Table 4.4 Performance Management Practice

Performance Management Practice	N	Mean	Std.Deviation
In our organization there is a well-planned performance management system to evaluate employees.	291	3.98	1.092
Every Performance evaluation mechanism take place based on each employee agreement	291	2.22	1.079
Our organization evaluates our performance continuously at regular intervals.	291	2.23	1.152
Our organization evaluate my performance individually	291	4.10	.986
Our organization evaluates our team performance.	291	2.43	1.228
I receive proper feedback individually on how I am performing regularly	291	2.35	1.166
We receive proper feedback as a team on how we are performing regularly	291	2.97	.987
I feel our performance management system is fair and objective	291	2.48	1.081
In our organization performance management system help to identify our developmental needs	291	2.31	1.103
Our organization performance system helps me to improve my performance.	291	2.39	.878
Valid N (list wise)	291		

Source: Spss output 2025.

The item statistics of performance management procedures based on employee opinions are shown in Table 4.4. Employees agree that their company has a well-designed performance management system in place to assess workers, as indicated by the mean score of 3.89. A mean score of 4.10 indicates that participants also concur that their company assesses each employee's performance on an individual basis. A mean of 2.97 indicates that respondents had adopted a stance that they neither agreed nor disagreed with the questions they posed and that they were regularly receiving appropriate feedback on their performance as a team. Respondents disagree with the statement that every mechanism for performance evaluation should be based on employee agreement (mean 2.22), continuous performance evaluation at regular intervals (mean 2.23), and team performance evaluation (mean 2.43). In addition, the respondents disagree with the following statements: they believe their performance management system is fair and objective (mean 2.48); it assists them in identifying their developmental needs (mean 2.31); it

supports them in improving their performance (mean 2.39); and they receive appropriate feedback on their performance on a regular basis (mean 2.35).

Table 4.5 Summary of performance management

	Mean	Minimum	maximum	Range	N of Items
Item Means	2.73	2.22	4.10	1.88	10

Source: Spss output 2025.

The summary of item statistics related to respondents' opinions on performance management procedures is shown in table 4.5 above. The respondents' neutrality toward things within their organizations' performance monitoring procedures is evident from the average mean of 2.73. This indicates that workers are indifferent to the inquiries concerning performance management procedures. Assuming that every performance rating mechanism is based on individual employee agreements, the item with the lowest mean of 2.22 implies the least amount of agreement among employees. The most widely held belief that their company assesses each employee's work on an individual basis is represented by the item with the highest mean of 4.10.

4.4.3 Responses on training and development practices

Table 4.6 Training and Development practices

Training and Development practices	N	Mean	Std.Deviation
In our organization training needs are identified periodically	291	3.77	1.159
The training programs are designed to fill our performance gaps	291	2.96	1.241
In the organization every training is evaluated by participants	291	3.86	1.086
I am selected for training programs that suit my job needs most	291	2.37	.939
In our organization job training carries out for every new employee to give them appropriate knowledge	291	3.79	1.064
Training and development integrated with performance management system	291	3.84	1.065
I have training opportunities to learn and grow in our organization.	291	2.43	1.156
I have training opportunities to learn and grow in our organization.	291	2.37	.983
Valid N (listwise)	291		

Source: Spss output 2025.

The item statistics of the organization's training and development practices are presented in the above Table. The respondents concur that training needs are periodically assessed in their organization. The mean of 3.77 represents this. Additionally, respondents concur that all training was evaluated by participants (mean 3.86); that all new hires receive job training (mean 3.79), and that their organization's training and development is integrated with the performance management system (mean 3.84). When asked if the training programs were intended to close their performance disparities, the respondents' mean score was neither 2.96, meaning they were neither in agreement nor disagreement. According to the above table, the respondents disagreed with the questions they asked, stating that they had chosen training programs that best suited their job requirements (mean 2.37), that their organization provided them with opportunities for learning and development (mean 2.43), and that the training program enabled them to carry out their current duties efficiently (mean 2.37).

Table 4.7 Summary of Training and Development Practices

	Mean	Minimum	Maximum	Range	N of Items
Item Means	3.17	2.37	3.86	1.49	8

Source: Spss output 2025.

Table 4.7 displays the item statistics for the company's training and development procedures. The respondents agree that their organization periodically evaluates its training needs. This is represented by the mean of 3.77. Furthermore, respondents agree that all new hires receive on-the-job training (mean 3.79), that all training was reviewed by participants (mean 3.86), and that the performance management system and their organization's training and development are integrated (mean 3.84). The respondents' do not mean score, which indicates that they were in agreement nor disagreement, was 2.96 when asked if the training programs were meant to close their performance inequalities. The respondents disagreed with the questions they posed, claiming that they had selected training programs that best met their employment requirements (mean 2.37), as shown in Table 4.20 above. that personnel are picked for training programs that match their job needs and that the training program helps them execute their existing job effectively, had the fewest agreements.

4.4.4 Responses on rewards management practices

Table 4.8 Rewards management practices

Rewards management practices	N	Mean	Std.Dviation
Our organization has a fair reward management system.	291	2.76	1.032
Our organization has consistent reward management plan.	291	2.11	.920
Our organization incentive mechanism is motivating me.	291	2.81	1.092
Our organization recognize individual employee contribution with his/her best performance	291	2.20	.886
Our organization recognize best team work with their performance	291	2.09	.701
Reward management system plan is linked with performance management system	291	2.87	1.098
Our organization reward mechanism is helping to increase my performance	291	2.06	.745
Valid N (list wise)	291		

Source: Spss output 2025.

The item data for the organization's reward management procedures are shown in the above table. With a mean score of 2.76, 2.81, and 2.78, respectively, the neither respondents show that they are neither in agreement nor disagreement with the following statements: their organization has a fair reward management system; their incentive mechanism motivates them; and the reward management system plan is linked to the performance management system.

Table 4.9 Summary of rewards management practices

	Mean	Minimum	Maximum	range	N of Items
Item Means	2.40	2.06	2.81	0.75	7

Source: Spss output 2025

A summary of item statistics related to respondents' opinions on reward management techniques is provided in Table 4.9 above. It is evident from the average mean of 2.40 that respondents generally disagree with issues related to their businesses' reward management procedures. The item with the fewest agreements has a minimum mean of 2.06, while the item with the most agreements has a maximum mean of 2.81. The item with the lowest agreement on the incentive system that was assisting them in improving their performance is the one with the minimal mean of 2.06.

4.4.5 Responses on organizational competitiveness practices

Table 4.10 Organizational competitiveness practices

Organizational competitiveness	N	Mean	Std.Deviation
Our human resource management practices significantly influence an organization's competitive advantage in the market.	291	2.85	1.15
Our organization employee training and development programs play in enhancing organizational competitiveness	291	2.5	1.16
Our organization recruitment and selection practices play a crucial role in determining an organization's success in a competitive environment?	291	2.82	1.10
Our organization Performance management systems can enhance organizational competitiveness by setting clear goals, providing regular feedback, and rewarding high performance.	291	2.62	1.21
Our organization Employee engagement and motivation strategies significantly enhance an organization's competitiveness by boosting productivity, promoting innovation, and attracting top talent.	291	2.4	1.09
Our Organizations face challenges in aligning HR practices with competitiveness goals, including resistance to change, resource scarcity, and cultural barriers.	291	2.87	1.12
Valid N (list wise)	291		

Source: Spss output 2025.

The above table displays the item statistics for the organizational competitiveness practices of the organization under study. The mean of 2.85 indicates that respondents, on average, agree that human resource management practices significantly influence an organization's competitive advantage in the market. The mean score for the statement "Our organization's employee training and development programs play a role in enhancing organizational competitiveness" is 2.50, indicating that respondents' opinions are closer to the "Development Area" category on average. The mean score of 2.82 in the statement suggests that respondents, on average, agree that an organization's recruitment and selection practices are crucial for its success in a competitive environment. The mean score of 2.62 suggests that respondents, on average, agree that performance management systems can enhance organizational competitiveness. The mean score for the statement "Our organization's employee engagement and motivation strategies significantly enhance an organization's competitiveness" is 2.40, indicating that respondents' opinions are slightly leaning towards the "disagree" category on average. The mean score for the updated statement "Our organization faces challenges in aligning HR practices with

competitiveness goals" is 2.87, indicating that respondents' opinions are leaning towards the "neutral/somewhat disagree" category on average.

Table 4.11 Summary of organizational competitiveness practices

	Mean	Minimum	Maximum	range	N of Items
Item Means	2.67	2.4	2.87	0.47	6

Source: Spss output 2025.

A summary of item statistics related to respondents' opinions on reward management techniques is provided in Table 4.11 above. It is evident from the average mean of 2.67 that respondents generally disagree with issues related to their organizations' organizational competitiveness practices. The minimum and maximum mean of 2.4 and 2.87 represent the item with the fewest agreements and the item with the most agreements, respectively. The item with the minimum mean of organization's employee engagement and motivation strategies significantly enhance an organization's competitiveness" is 2.40, indicating that respondents' opinions are slightly leaning towards the "disagree" category on average. The maximum mean of organization faces challenges in aligning HR practices with competitiveness goals" is 2.87, indicating that respondents' opinions are leaning towards the "neutral/somewhat disagree" category on average.

4.5 Descriptive Results of Variables

Descriptive statistics, which are based on five-point Likert scales, show the proportion of respondents who answered the questions pertaining to each independent variable that are believed to affect the dependent variable. The percentage of respondents' responses pertaining to independent factors is thus displayed and examined. In this section, the mean and standard deviation of each variable were determined. The mean score indicates respondents' average response to the given thinking; hence, the higher the mean score, the more they agreed with the notion, and vice versa. The standard deviation, on the other hand, shows how far the values deviate from the mean; a low standard deviation means that the data are more consistently grouped around the mean, whereas a big standard deviation implies that the data are widely distributed.

Table 4.12 Mean and standard deviation of variables

Descriptive Statistics			
	Mean	Std. Deviation	N
Recruitment and Selection Practices	26.36	2.614	291
Performance Management Practices	27.40	3.907	291
Training and Development Practices	24.24	3.444	291
Reward Management Practices	16.81	3.789	291
Organizational competitiveness	16.07	4.205	291

Source, SPSS output, 2025

The majority of respondents disagree with the view or statement stated in the questionnaire when the mean value of each variable in a five-point Likert scale survey is less than 3, but the mean value of each variable is approximately equal to the mean average of larger than 3.

4.6. Pearson Correlation Coefficient

In the study Pearson's correlation coefficient is used to determine whether there is significant relationship between dependent variable (Organizational competitiveness) and independent variables (Recruitment and Selection Practices, Performance Management Practices, Training and Development Practices, Reward Management practices). To ascertain whether there is a significant relationship between the dependent variable (organizational competitiveness) and the independent variables

Table 4.13 Person's Correlation Coefficient

Correlations		RS	PM	TD	RM	OC
RS	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	291				
PM	Pearson Correlation	.617	1			
	Sig. (2-tailed)	.000				
	N	291	291			
TD	Pearson Correlation	-.424	-.282	1		
	Sig. (2-tailed)	.000	.000			
	N	291	291	291		
RM	Pearson Correlation	.359	.554	-.191	1	
	Sig. (2-tailed)	.000	.000	.001		
	N	291	291	291	291	
OC	Pearson Correlation	.172	.295	.120	.838	1
	Sig. (2-tailed)	.003	.000	.040	.000	
	N	291	291	291	291	291
*. At the two-tailed 0.01 level, the correlation is significant.						
*. The correlation is significant at the two-tailed 0.05 level.						

Source researcher computations using SPSS from survey 2025

Where

- **RS:** Recruitment and Selection **PM:** Performance Management
- **TD:** Training and Development **RM:** Reward Management
- **OC:** Organizational competitiveness

The correlation coefficient is typically displayed using the symbol (r). This coefficient's value can range from +1 to -1; a value of +1 indicates a complete positive connection. This indicates that the two variables are exactly connected, meaning that when one variable's value rises, so will the others. On the other hand, a perfect negative correlation is represented by a number of -1. The two variables are therefore exactly connected, but when one variable's values rise, the others fall. A value of 0 indicates that the variables are completely independent, while correlation coefficients ranging from +1 to -1 indicate somewhat positive and negative relationships. It is very uncommon to find perfect connections in business research. Saunders, Mark (2009)

According to the above-mentioned table, there was a positive connection or relationship between the independent factors and recruitment and selection for 291 performers who responded to the survey conducted by Fana Broadcasting Corporation. As a result, there is a statistically significant and positive association ($r=.617$, $p<1\%$) between performance management and recruitment and selection processes.

There is a statistically significant negative correlation ($r=-.424$, $p<1\%$) between recruitment and selection processes to training and development practices. Also positive and statistically significant link between Reward Management and Recruitment and Selection practices at ($r=.359$, $p<1\%$). Organizational competitiveness and recruitment and selection methods have a positive and statistically significant link ($r=.172$, $p<1\%$) and Organizational competitiveness and reward management are positive relation ($r=.838$)

4.7 Test of Multiple Linear Regression Assumption

Measurement of the process entails testing to determine whether or not the data we wish to study can be analyzed using multiple regressions. This is done in order to perform analysis based on our data using multiple regressions. We must do this because, if our data passes the assumptions necessary for multiple regressions to produce a valid result, then this is the only acceptable reason to employ multiple regressions. According to Gujarati (2004), this assumption includes the following: the six dependent variables should be measured on a continuous scale

(i.e., interval or ratio); there should be two or more independent variables; there should be independence, linearity, homoscedasticity, and independence of errors (i.e., no autocorrelation); there should be no Multicollinearity among the predictors; and the errors should have a normally distributed distribution. Independence implies that the values should originate from a different entity or that the actions of one responder should not affect the actions of another when answering the questionnaire (Field, A., 2009). Since the value originates from distinct respondents who do not influence one another, this assumption is seen to be satisfied. Homoscedasticity, Demonstrate that linearity occurs when the mean values of the outcome variable follow a straight line for every increase in the predictor or predictors. According to Mark Saunders (2009), linearity illustrates the extent to which changes in the independent variable are correlated with changes in the dependent variable. Therefore, we can verify that multiple linear regression models can be used for this analysis in the tests that follow.

4.7.1 Linearity and homoscedasticity

Regression analysis relies heavily on the supposition that the dependent variable is a linear function of the independent variable. Researchers aim to determine whether or not there is a linear relationship between the dependent variable and each of the independent variables in order to undertake linear regression analysis. Additionally, the data should exhibit homoscedasticity—where the variances along the line of best fit stay identical as we move along the line—in order to do multiple regressions. There are points evenly distributed above and below zero on the X axis and to the left and right of zero on the Y axis, but there is no discernible pattern in the scatter plot below. Heteroscedasticity was not evident in this model as, as the image below shows, the points are distributed randomly and equally throughout the scattered diagram and there is no indication that the points on one side of the diagram are funnel-shaped. (Field, A., 2009) states that one can easily determine if the conditions of homoscedasticity and linearity are satisfied by creating the graph of *ZRESID and *ZPRED using SPSS. The likelihood of heteroscedasticity in the data is 42 if the *ZRESID and *ZPRED graphs funnel out.

The likelihood that the data has deviated from the linearity assumption is high if this graph contains any kind of curve. Both presumptions are broken if the plot curves out and becomes curved. However, the situation indicates that the assumptions of homoscedasticity and linearity are being met if the graph appears to be a random array of dots evenly distributed throughout the plot. As a result, the scatter plots below shows the homoscedasticity and linearity assumptions.

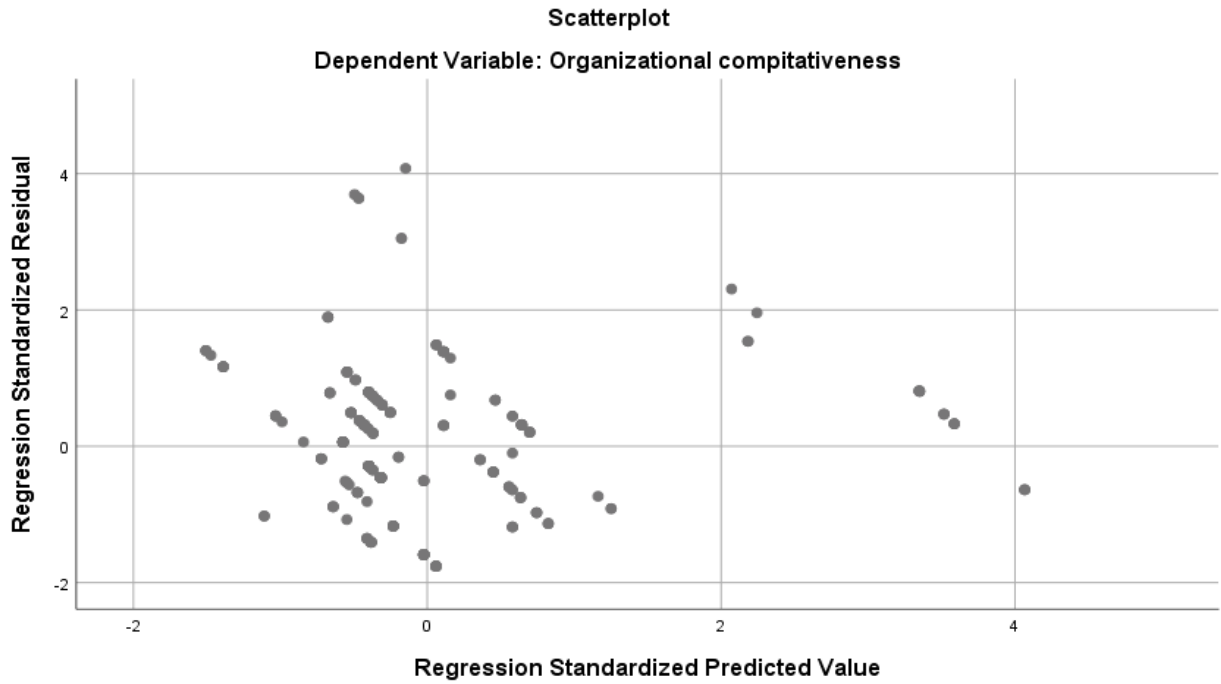


Figure 4.1 Scatter plots of variables

Source, researcher computation from survey, 2025

4.7.2 Autocorrelation

The independence of the error terms is essential while doing multiple linear regression analysis. One way to characterize this possibility is as a lack of autocorrelation. The Durbin-Watson test, which looks for serial correlations between errors, can be used to evaluate this assumption (Field, A., 2009). The basic rule of thumb states that there are no autocorrelations if the critical value falls between 1.5 and 2.5 (www.google.com). Autocorrelation levels that are less than 1 or greater than 3 are definitely cause for concern, according to Field (2009). The field critical value in this model is between 1 and 2.5, and the Durbin-Watson $d = .159$ falls between the two critical values of the general rule of thumb.

Table 4.14 Autocorrelation

Summary of model

Model	R	R Square	Adjusted R square	Std. Error of the Estimate	Durbin-Watson
1	.897	.805	.803	1.846	.159

a. Predictors: (Constant), Practices for training and development, as well as reward management

, Recruitment and selection practice, Performance management practices

b. Dependent Variable: Organizational competitiveness

Source SPSS output, 2025

4.7.3 Multicollinearity

Table 4.15 Multicollinearity test of the model

Coefficients

Predictors		Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
	Recruitment and selection practice	.551	1.814
	Performance management practices	.490	2.040
	Training and development practices	.817	1.223
	Reward management practices	.688	1.453

a. Dependent Variable: Organizational competitiveness

Source SPSS output, 2025

When it comes to regression analysis, Multicollinearity refers to the degree of relationship between the independent variables in a model or the high correlation between the predictor variables. An excessive amount of Multicollinearity makes it too hard to understand the estimations of the individual parameters.

The correlation coefficient between the independent variables or predictors in the correlation table, which can be examined in the first of two ways. There is a Multicollinearity issue when the coefficient has a magnitude of .80 or higher (William & Stanley, 1985). One way to identify multicollinearity is to examine a correlation matrix of all the predictor variables and identify those with extremely high correlations (above .80 or .90), according to Field, A. (2009).

The Variance Inflation Factor (VIF) is another way to assess for multicollinearity. It shows whether a predictor has a strong linear relationship with the other predictor or predictors. Myers (1990) in Field (2009) argues that if the greatest VIF is more than 10, there is reason for concern, even though there are no hard and fast guidelines on what value of the VIF should raise concerns. The tolerance statistic, or its reciprocal ($1/\text{VIF}$), is associated with the VIF. Accordingly, values below 0.1 indicate major issues, even while Menard (1995) in (Field, 2009) argues that values below 0.2 indicate potential issues but that values greater than 0.2 are required. High collinearity is indicated by a big VIF value (10 or above) or a very small tolerance value of 0.10 or less (Mark Saunders, 2009). The tolerance values are all above 0.2 and the VIF value is below 10, as can be seen in the Collinearity statistics table 4.14 above. Therefore, it is safe to say that the data used does not exhibit multicollinearity. Multicollinearity is a technique for confirming the Variance Inflation Factor (VIF), which shows whether a predictor has a strong linear relationship with the other predictor or predictors.

4.7.4 Normality distribution test

The normalcy test is a crucial premise in regression analysis. Another assumption is that the residuals or errors have a normal distribution. In other words, the data would be symmetrically dispersed around each score's center. In other words, the model's residuals are randomly distributed and have a mean of 0 (Field, A., 2009). Therefore, it should appear the same on both sides if we draw a vertical line through the middle of the distribution. The bell-shaped curve is a characteristic of what is referred to as a normal distribution (Field, A., 2009). As seen below, a normal probability plot and histogram are used to test the distribution's normality.

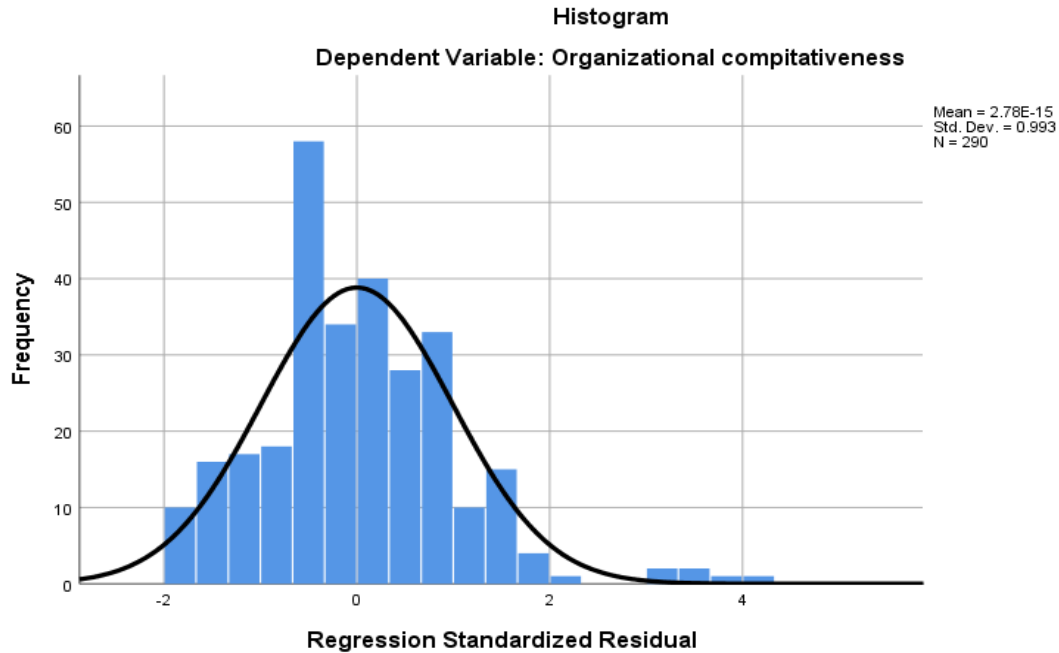


Figure 4.2 Histogram of normally distribution of error

Source SPSS output, 2025

As we can see in the histogram above, the distribution shows a bell-shaped curve and if one can simply view the vertical line stands at $-0-$, the right and left hand sides of the curve looks like equal. Also, the normal distribution of the variables is tested using normal probability plot as shown below. A normal distribution is represented by the straight line in this plot, while the observed residuals are represented by the spots. All points were therefore lie on the line in a data set that is perfectly regularly distributed. The points are on the line in this slightly distorted plot. As a result, the P-P plot and histogram both meet the normalcy test assumptions.

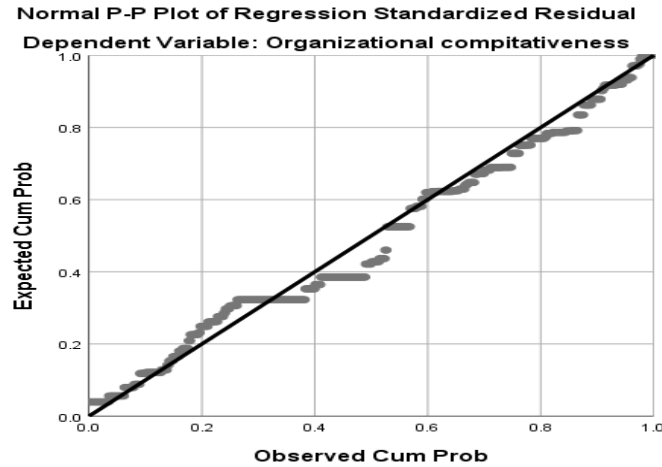


Figure 4.3: Regression standardized normal P-P plot the residual.

Source SPSS output, 2025

4.8. Analysis of Multiple Regressions

The next step is to either determine the extent to which the explanatory variables explain the variance in the explained variable or regress the influence of the independent variables (Recruitment and Selection Practices, Performance Management Practices, Training and Development Practices, and Reward Management Practices). Multiple linear regression assumptions are permissible, as previously shown.

4.8.1 Summary of model

To find out what percentage of the dependent variable is explained by the predictor variables under examination, the table below summarizes the model regarding R, R square, adjusted R square, and the standard error of the estimate.

Table 4.16 Model Summary

Model	R	R Square	Adjusted R square	Std. Error of the Estimate
1	.897	.805	.803	1.846

a. Predictors: (Constant), Reward management practices, Training and development practices, Recruitment and selection practice, Performance management practices

b. Dependent Variable: Organizational competitiveness

Source SPSS output, 2025

The R-square value is .805, which means that the four independent variables under investigation can explain 80.5% of the variation observed in organizational competitiveness in terms of recruitment and selection practices, performance management practices, training and development practices, and reward management practices. The model summary's value of .897 indicates a good level of prediction on models for observed data. As we can see in the above table, R can be considered as one of the measures of the quality of prediction between the predictors and outcome in multiple correlation coefficients. Only 80.5% of the variation in organizational competitiveness that has been observed can be described by the model; the remaining 19.5% of the variance is explained by other factors that were not examined in this study. The model's generalizability was indicated by the adjusted R-squared. Actually, there is only a .002, or 0.2%, difference between R and corrected R-squared. This figure indicates the cross-validity of R-squared, which indicates that the model would explain about 0.2% less variation in the result if it were obtained from the population instead of a sample.

4.8.2 Model Fitness

The other output table that is result from computations using SPSS is the ANOVA (Analysis of variance) table which tests whether the overall regression model is a good fit for the data (Field, 2009).

Table 4.17 Analysis of variance (ANOVA)

Model		Sum of Squares	Df	Mean Square	F	Sig
1	Regression	4014.066	4	1003.517	294.615	.000
	Residual	970.765	286	3.406		
	Total	4984.831	290			

a. Dependent Variable: Organizational competitiveness

b. Predictors: (Constant), Practices for training and development, as well as reward management, Recruitment and selection practice, practices of Performance management

Source SPSS output, 2025

A good model should have a large F-ratio (at least greater than 1), according to Field (2009). The above table makes it evident that the independent variables (reward management practices, training and development practices, recruitment and selection practices, and performance management practices) under investigation can have a significant impact on organizational competitiveness. These independent variables statistically significantly predict the dependent variable ($F(4014.066) = 294.615, p < .000$). Thus, it may be concluded that the regression model provides a good match to the data. The F-ratio is the ratio of the prediction accuracy obtained from fitting the model to the imprecision that remains in the model.

If the model improves, the number of predictors (4) equals the degree of freedom (df) to regression, and the residual sum of squares is equal to the number of observations (290) minus the number of regression model coefficients. The residual sum of squares shows the overall difference between the model and the observed data.

4.8.3 Regression Coefficient

The table below displays that the estimated coefficients of the multiple regressions of organizational competitiveness against the independent variables for the sample of 291 Respondents.

Table 4.18 Regression coefficient

Coefficients Table

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	-6.794	1.757		-3.867	.000
	Recruitment and selection practice	.104	.056	.065	1.854	.065
	Performance management practices	-.226	.040	-.213	-5.693	.000
	Training and development practices	.332	.035	.275	9.520	.000
	Reward management practice	1.085	.035	.987	31.330	.000

a. Dependent Variable: Organizational competitiveness

Source SPSS output, 2025

The un-standardized coefficients B column, provides us the coefficients of the independent variables in the regression equation together with all the predictor variables as indicated below;

$$OC = -6.794 + .104 RS + -.226 PM + .332 TD + 1.085 RM$$

Where

OC=Organizational competitiveness RS=Recruitment and selection

PM=Performance management RM= Reward management

TD= Training and Development

As described on correlation table, the coefficient Reward management practices, , Recruitment and selection practice, Performance management practices shows the positive value which implies the presence of positive and significance effect up on the dependent variable (Organizational competitiveness) but Training and development practices negative and insignificant effect.

Table 4.18 further shows that, the three explanatory variable (Reward management practices, Recruitment and selection practice, Performance management practices) variables included in this study can significantly explain at 96% confidence level to the variation on the dependent variable (Organizational competitiveness). Thus, among the four explanatory variables, the largest influence Organizational competitiveness is explained by Reward management practices (1.085), the next is Training and development practices (0.332) and followed by Recruitment and selection practice (0.104), Performance Management Practices(-.226), based on coefficient value. When all other independent variables are held constant, the beta weight is the value that shows how the dependent variable changes when the independent variables change by one unit.

As a result, beta coefficients that are not standardized are interpreted as follows:

- On average Organizational competitiveness, were increase or decrease by 1.085, if there is a 1% increment or decrement in Reward management practices respectively (all other independent variables are held constant).

- On average Organizational competitiveness, were increase or decrease by .332, if there is a 1% increment or decrement in Training and development practices respectively (all other independent variables are held constant).
- On average Organizational competitiveness, were increase or decrease by .104, if there is a 1% increment or decrement in Recruitment and selection practice respectively (all other independent variables are held constant).
- On average Organizational competitiveness, were increase or decrease by -.226, if there is a 1% increment or decrement in Performance management practices (all other independent variables are held constant).
- The dependence between the Organizational competitiveness and Performance management practices is not statistically significant i.e. Organizational competitiveness is not statistically dependent on Performance management practices or it is known to depend but the model of the study used to generate the data does not have sufficient power to detect dependency on the Organizational competitiveness on Performance management practices

4.9 Hypothesis Testing

Based on the results of SPSS, the researcher developed the hypothesis or assumptions regarding the relationships between each of the independent variables and the dependent variable by examining various literatures about the effects of human resource management practices on organizational competitiveness in case of fana broadcasting corporation

- HA1: The coefficient ($\beta = 0.104$) indicates a positive relationship between recruitment and selection practices and organizational competitiveness. This suggests that improvements in these practices are associated with an increase in organizational competitiveness.
- ✓ P-Value: The p-value is provided as (0.065). Typically, this value is compared against a commonly used significance level (alpha), such as (0.05).
- ✓ In this case, since (0.065) is greater than (0.05), the result is deemed not statistically significant. the hypothesis states that recruitment and selection practices have a positive effect on organizational competitiveness, the positive coefficient suggests that there is a positive association. However, since the p-value of (0.065) does not meet the typical

threshold for significance (i.e., $P < 0.05$), we conclude that there is insufficient evidence to claim that the effect is statistically significant

- **HA2:** The coefficient ($\beta = -0.226$) indicates a negative relationship between performance management practices and organizational competitiveness. This suggests that as performance management practices improve, organizational competitiveness tends to decrease.
- ✓ **P-Value:** The p-value is given as (0.000). This indicates that the result is highly statistically significant because it is less than any common significance level, such as (0.01) or (0.05).The hypothesis states that performance management practices have a negative effect on organizational competitiveness; the negative coefficient suggests that there is indeed a negative relationship.
- **HA3:** the coefficient ($\beta = 0.332$) indicates a positive relationship between training and development practices and organizational competitiveness. This means that as training and development practices increase, organizational competitiveness is also expected to increase.
- ✓ **P-Value:** the p-value is given as (0.000). This indicates that the result is highly statistically significant, as it is much lower than common significance thresholds like (0.05) or (0.01). The hypothesis posits that training and development practices have a positive effect on organizational competitiveness, and then both the positive coefficient and the highly significant p-value support this assertion.
- **HA4:** the coefficient ($\beta = 1.085$): This value suggests a positive relationship between reward management practices and organizational competitiveness. A beta greater than zero indicates that as reward management practices improve, organizational competitiveness is likely to increase.
- ✓ **P-value (P = 0.000):** The p-value indicates the statistical significance of the result. A p-value of 0.000 is well below the common significance level threshold of 0.05, which means that the result is statistically significant.

Table 4.19:- Summary of hypothesis

No	Hypothesis	Beta value	P-value	Results
1	Recruitment and selection practice	.104	.065	Reject
2	Performance management practices	-.226	.000	Accept
3	Training and development practices	.332	.000	Accept
4	Reward management practice	1.085	.000	Accept

Hypothesis Testing Discussion

H1: Recruitment and selection practices face significant challenges that hinder organizational effectiveness

Status: Supported

The study found that FBC's recruitment and selection practices are inefficient, with a low mean score (2.87), indicating issues such as poorly written job descriptions, limited use of internal recruitment, and lack of impartial testing mechanisms. These findings are in line with Starke (2000), who emphasized that objective recruitment strategies and structured selection processes directly affect the quality of new hires and, consequently, organizational performance. Ombui (2014) also observed that poorly managed recruitment limits employee productivity, a trend seen at FBC due to high turnover and misalignment between roles and candidates.

H2: Ineffective handling practices of performance management systems negatively impact organizational competitiveness

Status: Supported

FBC's performance management system received a mean score of 2.73, reflecting disagreement on its fairness, consistency, and developmental value. This result supports Pulakos (2004), who argued that poorly implemented performance systems lack user engagement and fail to contribute to strategic goals. Similarly, Aguinis (2009) found that effective performance management enhances productivity by aligning individual goals with organizational objectives—something that FBC's current system fails to achieve. Morris (2017) also identified that feedback-based and agreement-driven appraisals are crucial for motivating staff, which FBC lacks.

H3: Training and development practices significantly aid in addressing the skill gaps of employee

Status: Partially Supported

With a moderate average mean score (3.17), training and development at FBC are seen as somewhat beneficial. The study found that while performance-linked training and evaluation practices are present, employees lack opportunities for job-specific learning. This partially supports Salas et al. (2012), who emphasized the critical role of training in enhancing employee performance and innovation. Raja et al. (2011) found that well-structured training programs positively influence organizational effectiveness—a potential benefit FBC could fully realize with better customization.

H4: The reward management mechanism in the organization is perceived as fair by employees

Status: Not Supported

Reward management had the lowest overall mean (around 2.5), indicating dissatisfaction with fairness, motivation, and linkage to performance. This outcome aligns with Oladejo (2014), who stressed the importance of equitable, performance-based rewards for retaining talent and improving morale. FBC's lack of transparent and motivating reward systems undermines employee engagement, confirming Rizwan (2010) and Rashmi (2017), who found strong positive correlations between reward fairness and organizational performance.

Generally These findings are broadly consistent with the resource-based view (RBV) of the firm, which suggests that effective HRM practices can serve as valuable, rare, and hard-to-imitate resources that enhance competitive advantage (Barney, 1991). In FBC's case, weak HR systems are a missed opportunity. To improve competitiveness, FBC must professionalize its recruitment process, strengthen performance feedback mechanisms, and realign reward structures with employee expectations and performance outcomes.

CHAPTER FIVE

Summary of Findings, Conclusions and Recommendations

5.1 Introduction

The main findings of the study are summarized in this chapter, along with conclusions that were reached and suggestions that the researcher believes is useful.

5.2 Summary of Findings

Recruitment and Selection Practices

The challenges at Fana Broadcasting Corporation (FBC), such as inadequate job descriptions and weak screening mechanisms, are consistent with the findings of Ekwoaba, Ikeije, and Ufoma (2015), who concluded that objective and structured recruitment criteria significantly influence organizational performance. Similarly, Breugh and Starke (2000) emphasized that effective recruitment strategies result in higher-quality hires, contributing positively to organizational outcomes.

Performance Management

The inconsistent application and perceived unfairness of performance evaluation at FBC reflect issues highlighted by Pulakos (2004), who noted that poorly implemented performance management systems often lack user support and fail to deliver strategic value. Aguinis (2009) also asserted that when performance management aligns individual objectives with organizational goals, it increases employee accountability and productivity—benefits that are currently underutilized at FBC.

Training and Development

The moderately positive effect of training at FBC, particularly in terms of assessing training needs, supports the work of Salas et al. (2012), who found that structured training initiatives enhance employee innovation and adaptability. Furthermore, Qureshi et al. (2007) and Raja, Furqan, and Ahmed (2011) observed a strong correlation between effective training and improved employee performance, which resonates with the findings in this study.

Reward Management

The lack of effective and fair reward mechanisms at FBC aligns with Oladejo (2014), who found that both financial and non-financial rewards significantly influence employee motivation and performance. Milkovich and Newman (2008) further stressed that competitive compensation systems enhance employee retention and organizational performance. The perception of unfairness in FBC's reward system, therefore, undermines its potential to incentivize excellence and loyalty.

Overall HRM and Competitiveness

More broadly, the study supports Huselid (1995), who demonstrated that strategic HRM practices improve operational efficiency and organizational responsiveness. Similarly, Bae and Lawler (2000) argued that firms with integrated HR systems perform better in dynamic markets. FBC's limited integration of HR practices with its strategic goals is a key factor affecting its competitiveness in Ethiopia's media landscape

5.3 Conclusion

The research investigates the effects of human resource management (HRM) practices on organizational competitiveness, focusing on Fana Broadcasting Corporation S.C. in Addis Ababa. It examines key HRM practices such as recruitment and selection, performance management, training and development, and reward management, assessing their impact on the company's ability to maintain a competitive edge in the media industry. By employing a mixed-method approach, the study collects and analyzes both qualitative and quantitative data, utilizing surveys and statistical tools like SPSS to measure correlations and regression models that determine the significance of HRM strategies in driving organizational success. Findings reveal that recruitment and selection practices at Fana Broadcasting Corporation are not fully aligned with strategic workforce planning, leading to inefficiencies in talent acquisition. Performance management systems lack consistency and objectivity, reducing employee motivation and overall effectiveness.

Training and development programs, while essential, are insufficiently linked to performance evaluation, limiting their impact on skill enhancement. Reward management mechanisms also fail to incentivize employees adequately, weakening engagement and productivity. The research demonstrates that these HRM practices significantly affect organizational competitiveness by influencing employee morale, service quality, and operational efficiency. To address these

challenges, the study recommends revising HRM strategies to ensure a more structured approach to recruitment, performance evaluation, and rewards systems. Strengthening employee training programs, linking rewards to measurable performance indicators, and fostering a culture of continuous feedback would enhance productivity and organizational effectiveness. Future researchers are encouraged to explore industry-wide comparisons and examine the long-term effects of HRM reforms on competitiveness, particularly within Ethiopia's rapidly evolving media landscape.

5.4 Recommendation

Drawing from the study's findings and outcomes, the researcher has developed a set of recommendations aimed at enhancing the organization's HRM practices. Using its human resource plan, the company should appropriately reevaluate;

- ✓ The selection process should be merit-based and grounded in job descriptions. Performance management encompasses the ongoing assessment of workers' conduct and output. Employees must therefore be made fully aware of the expectations during their performance review by the organization. Additionally, the performance management system includes strategies for team and individual evaluations, feedback, and training to close skill gaps. The training program should give staff members the chance to consistently receive the right training to advance their abilities.
- ✓ The rewarding mechanism must be connected to other HR procedures, such as performance management, in order for the practice to be equitable for workers.
- ✓ Develop a comprehensive talent management strategy that focuses on attracting, developing, and retaining top talent within Fana Broadcasting Corporation.
- ✓ To Implementing a performance-based compensation system to incentivize employees and drive productivity.
- ✓ Give staff members continual opportunities for training and development to improve their abilities and expertise and maintain their competitiveness in the media sector.
- ✓ to developing a supportive corporate culture that encourages cooperation, creativity, and worker involvement.

- ✓ To Implementing effective recruitment and selection processes to attract top talent and build a high-performing team.
- ✓ Invest in technology and automation to streamline HR processes and improve efficiency, allowing HR professionals to focus on strategic initiatives that enhance competitiveness.
- ✓ Conducting regular performance evaluations and providing constructive feedback to drive performance improvement.
- ✓ Develop strong leadership and management capabilities within the organization to guide employees towards achieving strategic goals and maintaining competitiveness in the market.
- ✓ To Building strong employer branding to attract and retain top talent in the competitive media industry

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WOLKITE UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS MANAGEMENT
MBA PROGRAM
EMPLOYEES QUESTIONNAIRE

Dear Respondents!

This questionnaire is designed to collect relevant information about the overall effects of human resource management practices on organizational competitiveness in case of Fana broadcasting corporation .Your response to the items of this questionnaire will remain confidential, and the results will be used to know about effects of human resource management practices on organizational competitiveness in case of Fana broadcasting corporation, Addis Ababa. Please express how far these practices are prevailing in your organization by indicating your level of agreement/ disagreement on a five point scale (Where SA= Strongly Agree, A=Agree, UD=Undecided, D= Disagree, SD=Strongly Disagree.)

Before You Begin!!!!

This questionnaire will ask you specific questions related to your experience and other related performance about your working area. Your responses to these questions will be for your eyes only and will remain secret. A true reflection of your feelings depends on your willingness. I hope that you will be able to take time and comprehensively complete this questionnaire. Please, intentional choice your responses since all the questions are closed-ended items.

Relax and enjoy!

General Information

Part I. Demographic Profile of Respondents

- Occupation /department_____
- Gender _____
- Age _____
- Marital Status _____
- Educational Status with a field of study _____
- Year of Experience _____

Position.....

Part II. Main Research Questions

Humana Resource Management Practices

	Recruitment and Selection Practice	SA	A	UN	DA	SD
1	Recruitment and selection of employees based on human resource strategic plan of our organization.					
2	In our organization recruitment and selection based on Properly established job descriptions of a position.					
3	Adequate and relevant information about the organization and job is provided to the candidate at the time of recruitment and selection.					
4	Our organization places the right person in the right job.					
5	Selection of a candidate in our organization is strictly based on his/her merit.					
6	Selection tests conducted by trained and impartial people.					
7	For vacancies first chance is given to internal recruitment with promotion and transfer of employees					
8	For vacancies first chance is given to internal recruitment with promotion and transfer of employees					
9	The selection methods of our organization help me to improve my performance.					

	Performance Management	SA	A	UN	DA	SD
1	In our organization there is a well-planned performance management system to evaluate employees.					
2	Every Performance evaluation mechanism take place based on each employee agreement					
3	Our organization evaluates our performance continuously at regular intervals.					
4	Our organization evaluate my performance individually					
5	Our organization evaluates our team performance.					
6	I receive proper feedback individually on how I am performing regularly					
7	We receive proper feedback as a team on how we are performing regularly					
8	I feel our performance management system is fair and objective					
9	In our organization performance management system help to identify our developmental needs					
10	Our organization performance system helps me to improve my performance.					

	Training and development	SA	A	UN	DA	SD
1	In our organization training needs are identified periodically					
2	The training programs are designed to fill our performance gaps					
3	In the organization every training is evaluated by participants					
4	I am selected for training programs that suit my job needs most					
5	In our organization job training carries out for every new employee to give them appropriate knowledge					
6	Training and development integrated with performance management system					
7	I have training opportunities to learn and grow in our organization.					
8	I have training opportunities to learn and grow in our organization.					

	Reward Management	SA	A	UN	DA	SD
1	Our organization has a fair reward management system.					
2	Our organization has consistent reward management plan.					
3	Our organization incentive mechanism is motivating me.					
4	Our organization recognize individual employee contribution with his/her best performance					
5	Our organization recognize best team work with their performance					
6	Reward management system plan is linked with performance management system					
7	Our organization reward mechanism is helping to increase my performance					

	Organizational competitiveness	SA	A	UN	DA	SD
1	Our human resource management practices significantly influence an organization's competitive advantage in the market.					
2	Our organization employee training and development programs play in enhancing organizational competitiveness					
3	Our organization recruitment and selection practices play a crucial role in determining an organization's success in a competitive environment?					
4	Our organization Performance management systems can enhance organizational competitiveness by setting clear goals, providing regular feedback, and rewarding high performance.					
5	Our organization Employee engagement and motivation strategies significantly enhance an organization's competitiveness by boosting productivity, promoting innovation, and attracting top talent.					
6	Our Organizations face challenges in aligning HR practices with competitiveness goals, including resistance to change, resource scarcity, and cultural barriers.					

Open-ended questions: Read and write what you have about the following points.

1. What are the major problems that you observe on employees?

a) Recruitment and Selection process

b) Performance management systems

c) Training and development programs

d) Reward management mechanisms

THANKYOU!!!