

**EFFECTS OF HUMAN RESOURCE POLICIES ON HUMANITARIAN
ORGANIZATION EMPLOYEE PERFORMANCE: A CASE OF HOPE
INTERNATIONAL ORGANIZATION, ETHIOPIA ADDIS ABABA**

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DECLARATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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DEDICATION

I dedicate this Thesis for my late father Hailekiros Hailessilasié and my mother Birhane Hailessilasié and other parents who have never been into formal school system yet have so much to offer to the society.

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I thank the almighty God for all the grace he is giving me throughout my study. My husband Mesfin Teshome, thanks for always encouraging me and make me believe in myself. If it was not for your support and encouragement I would not have made it. Words cannot express my gratitude. My gratitude also goes to our children Tselot and Ephraim, they truly understood me while am absent most of the time.

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ABSTRACT

Human resources are the people, the forces that make an organization achieve its goal. The human resource of any given organization is a determinant of its success or failure. The success of an organization comes in with the performance of its workforce and with sustained financial status.

Most Humanitarian organizations have the policy to guide them achieve their goal but there has been a challenge in terms of following through and implementing HR Policies. The study, sought to understand the effects of human resource policies on humanitarian organizations' employee performance: a Case study of Hope Ethiopia, Addis Ababa was carried out. The study's objectives were; to establish the effect of recruitment policy on employee performance, to determine the effect of training and development policy on employee performance, to understand the effect of anti-discrimination policy on employee performance. The scope of the study was the head-quarter of Hope Ethiopia, which is located in the capital city Addis Ababa. The study theories are as follows Human Capital Theory, goal setting theories, and Agency theory, the study adopted a descriptive research design using a target population of 50 employees.

Data was collected by use of a questionnaire and analyzed by use of SPSS software. The correlation analysis was used to determine the relationship between the variables. ANOVA was also used to test the results. The recruitment policy was found to have no significant effect on employee performance, the training and development policy was also found to have no effect on employee performance. The antidiscrimination policy was also not contributing to employee performance the correlation matrix shows that anti-discrimination policy has -0.330 (weak negative relation). Reward policy was found to have a high positive significant on employee performance 0.768 at 0.01 significant level. The human resource policies, Recruitment, training and development, reward and anti-discrimination policy jointly accounted for 72% the other 28% can be explained by other factor. The researcher gave recommendation on how to improve the policy to achieve the optimum performance at Hope International organization in Ethiopia.

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ABBREVIATIONS

HR - Human Resource

HRM – Human Resource Management

HRP – Human Resource Policies

DEFINITION OF TERMS

Human Resource Management: The management of employees who are in an organization to Achieve both organizational and personal goal. The HRM in the study is the systems used for the employment relationship, from the recruitment and selection of employees, training, developing and evaluating their performance. (Sowa & Word, 2017)

Human Resource Policies – The governing and guiding principles or standards in the Human Resource Department that communicates the practices and procedures. The HR policies enable organizations to set a standard for the employment relationship.(Barbeito, 2004)

Recruitment Policy – The standard used to source from either the external job market or within the organization. The recruitment policy in this study will capture the internal/external selection, interview process, and the induction procedure.

Training & Development Policy – Guiding principles used to enable employees to have access to career growth and skills enhancement. The employees are the resources of the organization, training and developing their skills allows an organization to achieve excellence.(Kozlowski & Salas 2010).

Reward Policy –A standard set by the Human Resource department that spells out Compensations for work done. (Martocchio, 2017)

Anti-Discrimination Policy – Policy that communicates the equal opportunities given by the Employer to the employee with the required skill and not based on

Race, gender or age. (Brewster, Houldsworth, Sparrow, & Vernon, 2016).

Employee Performance – The productivity of an employee in an organization for a mutual goal Achievement. (Allen & Griffeth, 2001)

CHAPTER ONE
AND BACKGROUND OF THE STUDY
INTRODUCTION

1.0 Introduction

This study sought to investigate the effect of HR policies on employee performance at Hope International Organization in Ethiopia. This chapter covered the background of the study, statement of the problem, the general and specific objectives, and research questions, the significance of the study, and scope and delimitation of the study.

1.1 Background of the Study

Humanitarian organizations have been providing enormous support to the societal need globally. They help in balancing the gender-related discrimination by providing different pieces of training to the society. Poverty reduction is also another contribution made by the humanitarian organization. They are the voice to the voiceless, power to the powerless and give sustainable growth environment across the world (Brunt, 2016).

Human resource contributes to the competitive advantage of any organization depending on the skills and talents of the workforce and the utilization of these skills. Human resource management covers activities such as strategic HRM, human capital management, knowledge management, corporate social responsibility, organizational development, performance and reward management, employee relations, employee well-being and the provision of employee services (Armstrong & Armstrong, 2012a).

Like any organization, humanitarian organizations have goals and objectives. They use human resources to provide firsthand service to the society they are working with. Recruiting, training & development, reward systems are functions of the Human Resource Department. Although these organizations are being funded by external donors or local goodwill, their donations may or may not meet the expected societal needs if there is a discrepancy in human resource performance. A good HR policy helps in achieving organizational goals and humanitarian organizations are not different in that respect.

The performance of humanitarian organizations employees is measured by the achieved goal and their productivity. The goals are mainly reaching out to the societal needs in terms of education, family plan awareness, conflict resolution and the like. Unlike profit-making organizations, humanitarian organizations' main interest is to reach out to the most vulnerable and not merely in maximizing profit. The proper utilization of funds can only be achieved by effective employees and their maintenance.

Organizations have different policies for different departments and Human resource policy is one of those. Organizations reflect their values and strategies in the HR Policy statement. The HR policy is open to every interested party and most of the time is referred to for different measures. Employees would refer to it to ask their rights as well as know their responsibilities (Barbeito, 2004).

The HR policy is what gives guidance to the human resource practice that is recruitment, training, and development, reward and diversity in an organization. HRM is playing an increasingly significant role in providing solutions to business problems at the global level. HRM has been challenged to review and adjust the policies and

practices to fit in the International Human Resource Practice (Briscoe, Schuler, & Tarique, 2012).

Human Resource practices are the means through which the human resource personnel can develop the leadership of the staff. This occurs through the practice of developing extensive training courses and motivational programs such as devising systems to direct and assist management in performing ongoing performance appraisals. Clear HR policies have become the way to go in terms of showing what is expected of employees, and organizations in terms of employee rights and obligations. Policies are the governing rules in any management functions and the absence of clear policy can bring about rumors, underperformance, and unrest in the workforce. Policies Communicate values and expectations for how things are done at any organization. They keep organizations in compliance with legislation, provide protection against employment claims, document and implement best practices appropriate to the organization, support consistent treatment of staff, and assure fairness and transparency. Policies help management to make decisions that are consistent, uniform and predictable. They protect individuals and the organization from the pressures of convenience (Kouhy, Vedd, Yoshikawa, & Innes, 2010).

In the past two decades, Human resource management practices have witnessed a dramatic change due to globalization, and as well as technological advancements. This highly competitive business environment has compelled the organizations to adopt high-class standards of the human resources practices that can enable them to survive in the international market to be able to achieve high performance. The performance level of staff in the global market gives the organization a competitive advantage over its competitors which leads to sustainability of the organization and hence high returns on the investor's income. Global HRM are devoted to human resource management

policies and practices in multinational enterprises. with specific activities of global HRM policies and practices such as global compensation, global staffing, global performance management(Scullion & Collings, 2011).

Africa as a continent is witnessing tremendous changes in many aspects, as it tries to emulate the developed continents as this is happening the policy on human resource developments go hand in hand in determining the success or failure of the policies in the enhancement of employee performance. In Africa, as it strives to catch up with the rest of the world much has not been done as usual, the implementation is usually a challenge. To sustain the process of positive change, each country requires an innovative transformational and development-oriented public service at regional, national, local and community levels. The humanitarian organization works with Haiti, Zimbabwe, Sierra Leone, Syria, Honduras, South Sudan, Uganda, Niger, Iraq, Turkey, Sudan, and Malawi. Therefore, one of the areas of Africa's public service that must undergo radical transformation is the management of human resource, beginning with the human resource managers themselves. Human resource development is desperately needed if African environmental policies are to be translated into powerful resource management tools (Salih, 2012)

1.2 Hope International Organization in Ethiopia

Hope International organization has been in existence in Ethiopia since 1986. The organization has resolved many societal crises in the southern part of the country. The organization has a good reputation of reaching out to the interior place of the country by providing the basic necessity like water. The organization is actively involved in the continuous awareness creation about the proper utilization of water. The mission of hope international Development agency is to improve the supply of basic human

necessities for the neediest of the developing world through self-help activities, and to challenge, educate, and involve people in the developed world regarding development issues. The overall goals of hope international organization are; to assist the neglected poor in the developing world to help themselves, to encourage development of the whole person, to inform and educate people on the developed world regarding issues related to the developing world. To motivate the people in the developed world to action in support of the developing world. To facilitate and provide a mechanism for active participation between people in the developed world and the developing world.

The humanitarian organization stands on providing basic support to the most vulnerable society in the world however, such organizations either succeed or fail based on the people they hire. The Ethiopian government had closed down several humanitarian organizations for failing to abide by the regulations of the country and for practicing differently from their mission (Dupuy, Ron, & Prakash, 2015).

1.3 Statement of the Problem

The humanitarian organizations play a significant role in society. A proper HR policy in the humanitarian organizations helps it in achieving organizational goals in terms of recruiting the right people, training and developing them, rewarding employees based on performance and making sure there is equal opportunity in the organization. The policy also facilitates a fair reward system that motivates employees to help the organizations meet its goal thereby addressing the societal needs. Most Humanitarian organizations have the policy to guide them achieve their goal but there has been a challenge in terms of following through and implementing HR Policies. Many humanitarian organizations have come into existence for varied reasons and the reputations of some organizations have been discouraging. There have been some

organizations that have hired based on some bias and have been known to give promotion to their relatives with the fund that was supposed to benefit the society. The Ethiopian government regulatory body crackdown has made many Humanitarian organizations close and over 100 have been denied permits. Some are appealing to the court with no hope of regaining the permit (Dupuy et al., 2015).

This brings the question as to whether there is a direct relationship between human resource policies and employee performance. This research focused on human resource policies that is recruitment policy, training, and development policy, anti-discrimination policy, and reward policy and how they relate to employee performance. Therefore, the researcher sought to determine whether the human resource policies have an effect on employee performance in the context of Hope international organization in Ethiopia.

1.4 Objectives

1.4.1 General Objective

To find out the effect of HR policies on employee performance in Hope International Organization Ethiopia, Addis Ababa

1.4.2 Specific Objective

- i. To establish the effect of Recruitment policy on employee performance
- ii. To determine the effect of training and development on employee performance
- iii. To establish the effect of reward policy on employee performance
- iv. To determine the effect of anti-discrimination policy on employee performance

1.5 Research Questions

- i. What is the effect of recruitment policy on employee performance?

- ii. What is the effect of training and development policy on employee performance?
- iii. What is the effect of reward policy on employee performance?
- iv. What is the effect of anti-discrimination policy on employee performance?

1.6 Significance of the Study

This research sought to help the Human Resource Department of Hope International Organization in Ethiopia, Addis Ababa to assess its policy in general against performance and help in providing guidance on employee appraisals. It would also be of great help for the practice of the human resource in other similar Humanitarian organizations. The study also is of importance for the government body that deals with governing the Humanitarian Organizations activity. Students in a similar field of study would also find other areas and gaps to do further research on.

1.7 Scope and Delimitation of the Study

Addis Ababa has 103 Humanitarian organizations operating within the city and its environs. The research does not cover all non-governmental organizations, but the research will be carried out in one Humanitarian organization namely Hope International in Ethiopia. The researcher selects Hope International Organization in Ethiopia for various reasons. The first reason is that of being among the oldest organizations from 1986, Hope Ethiopia has met the needs that arose in 1986 when 2 million people were facing famine and starvation in the country. Hope International in Ethiopia operates in 5 locations in Ethiopia that is Gamo Gofa, Hawassa, Hosaena, Sodo and Addis Ababa but for this research, the focus was on the main office which is in Addis Ababa. The head office is where the policy is designed and distributed from and where the recruitment is basically done.

The research will also be limited to recruitment, training and development, reward, and anti-discrimination policies as they relate to employee performance. Thus, other policies were not captured in this research because the research sought to discover the relationship between HR policies and employee performance. The study also delimits itself to full-time employees of Hope International in Ethiopia at the main branch, therefore the volunteers will not be considered in this research.

1.8 Limitation of the Study

Change of the organization

The scope of the study was meant to be Goal Ethiopia, which was ideally picked because it has 35 branches in Ethiopia. The researcher tried to contact the human resource department with a letter from IERB but unfortunately, the Organization did not respond on the time line that was favorable for the study. Therefore, the researcher contacted Hope International organization in Ethiopia that has a similar humanitarian activity. The response from Hope was positive and allowed the researcher to carry out the study.

Language

The research was carried out in Ethiopia, Addis Ababa. The official language in Ethiopia is Amharic. The respondents are all Ethiopian and that has brought the need to translate the questioner to Amharic.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed the theoretical literature, empirical literature, and summary of the literature.

2.1 Theoretical Literature Review

2.1.1 Human Capital Theory

Human Capital theory was found by Adam Smith in 1776, the economist has emphasized on human capital in terms of productivity and profit making for an organization. Later on, the term has been improving from profit making to innovation, productivity, education, and competitiveness. Human Capital theory believes that organizations who invest in their employee's skill and training get the best performing workforce compared to those who do not invest in them. The human capital is the training and skills that are added to the individual's ability to get the best performance (Armstrong & Armstrong, 2012b).

The Human Capital Theory relates to the HRM functions such as attracting, maintaining, developing and rewarding the human resource to create and maintain a competent workforce and motivated, satisfied personnel. Any organization that is striving to excel uses the human resource as a means, thus, proper maintenance of the individuals helps in achieving the desired goal (Hartog & Maassen van den Brink, 2007).

The researcher chooses this theory because of the variables. The recruitment policy is about attracting the right people in the right place and time. Proper HR policy enables an organization to select skilled people. The training and development function of the HR is also captured in the Human capital theory and the researcher seeks to understand if the policies are being implemented and their effect on employee performance.

One of the advantages of the Human Capital Theory is that it deals with employee satisfaction in an organization. The anti-discrimination policy falls under this theory because it deals with employee satisfaction towards given equal opportunity in the organization. The theory believes that employees are the capital of any organization and help in the successful organizational performance.

2.1.2 Goal Setting Theory

Edwin Locke found this theory in the 1960s and according to the theory, clearly defined and specific goals are attainable than vague and general goals. This theory is a common theory in the management of people performance and some organization has benefited from effective utilization of goal setting. Performance or employee motivation can be achieved if the goal is clear and specific. There are individual and organizational goals and the Human Resource department plays a significant role in balancing the interest of both parties. An employee would also want to know what to expect at the end of the performance. If the goal setting is done properly it also reflects the reward for achievement (Armstrong & Taylor, 2014). This theory relates to the reward policy of the organization. The policy communicates the goal set by the organization and if it is not clear then it is not easy to achieve.

The Human Resource department helps an organization to have a proper clear salary scale, benefit, and Overtime pay to compensate for the good work as well as promote

excellence. The lack of reward policy or the proper implementation of it would bring about the conflict of interest. Few individuals may be a beneficiary of reward without having to work for it.

2.1.3 Agency Theory

Agency Theory was found by Stephen Ross and Barry Mitnick, they both have a different point of view. Ross found the agency in terms of problems of compensation and Mitnick has given the theory a different dimension. Mitnick believed that institutions form around agency and they evolve to deal with the agency (Kouhy et al., 2010). The researcher chooses the agency theory because it reflects the agency relationship between the founders of any humanitarian organizations and the employed managers who are leading the workforce. Another dimension to this theory is all the employees of the organization must be dealt with in terms of compensation. The agency theory believes that a proper incentive towards the performance of the agent avoids problems that are caused by self-interest. This belief further explains that the principal should have a plan to audit the organization to know whether it is achieving the intended purpose and goal or not.

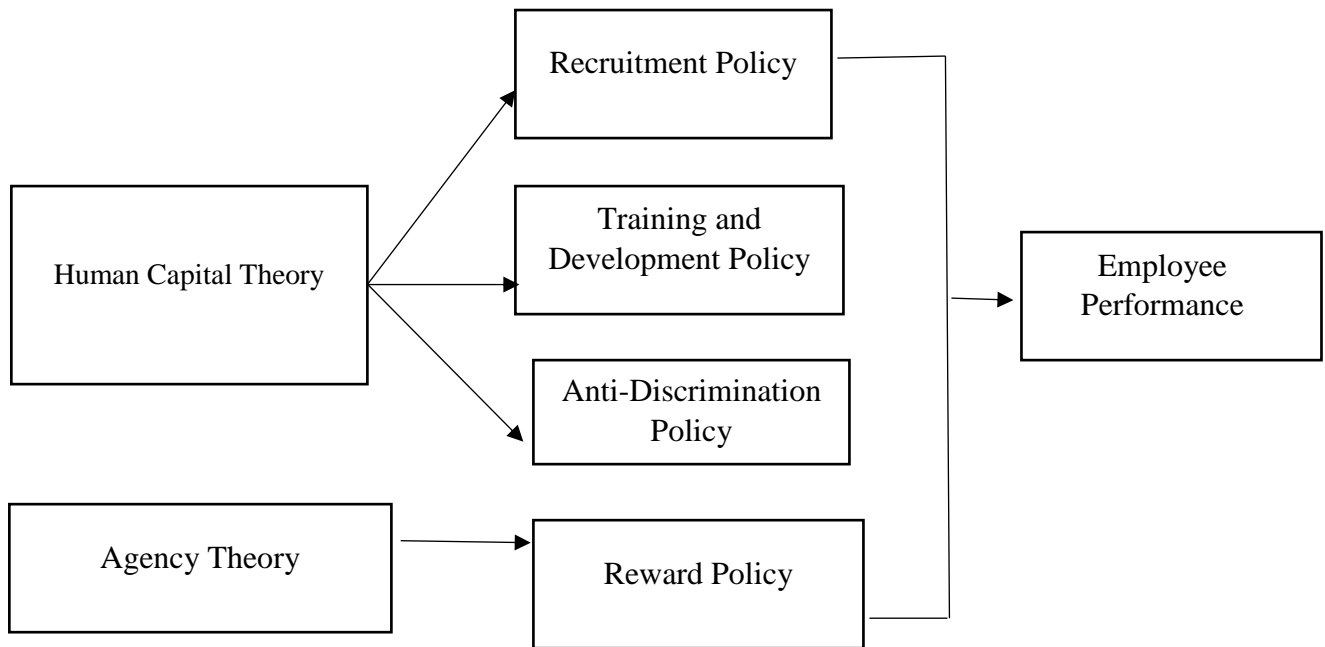


Figure2. 1:Theoretical framework

A theoretical framework is a structure that gives support to the variables of the study. The framework helps in explaining the foundation of the study. Theories in any school are used for references and better understanding. Theories are formulated to explain or predict a phenomenon (Kumar, 2011) In this study Human capital theory and Agency theory are selected because of their relevance for the study.

2.2 Empirical Literature Review

2.2.1 Recruitment Policy and Employee Performance

Recruitment is the first stage of an employee’s journey in any organization. To some organization, the recruitment may be done casually but if an organization is striving for growth and success then clear policy on how to recruit should be stated on the human resource policy. If the policy clearly states ways of recruitment, then implementation needs to be given the necessary attention. If the policy is not followed and implemented, then the organization gets an incompetent workforce and people are after their interest.

Recruitment and selection process enables an organization to attract able people who would bring about the desired performance. A clear policy concerning the how and when of recruitment, selection will help an organization to avoid any conflict of interest (Itika, 2011).

The HR policy in terms of recruitment guides on how the job should be advertised, when it should be advertised and who is the potential candidate or what is the organization looking for in terms of skill, qualifications, experience, and behavioral competencies. Such policies avoid the danger of subjectivity and are viewed as an ethical activity. Although Some organization state they are an equal opportunity organization, do not discriminate based on gender, race, age, religion or sexual orientation, to others it is not stated when they are advertising the vacant. Policy guides the personnel to recruit the right people who contribute to the achievement of the organizational goal as they are also given an opportunity to grow their career. The recruitment policy of an organization is an integral part of its HR policy (Durai, 2010).

Although the proper recruitment process has been achieved, the orientation stage has an impact on the motivation or demotivation of the newly employed person. Proper induction must be put into consideration and the HR manager needs to take the initiative to enable the newcomers to mingle the old members of the organization over break time or lunch time. Such socialization helps the new employee to psychologically fill attached to the organization (Dessler, 2017). A newly recruited person has little information about what is expected of him and the degree of his/her workmate's cooperativeness and that challenges the performance hence no one can function in an isolated manner. People naturally like to be accepted and work in teams. The HR policy

in terms of induction guides the coworkers to help new employees familiarize themselves with the task given to them.

Research on knowledge-based enterprise discovered that the human resource policy in the institution may be different in its clarity and specification in terms of communicating to the learned employees. Most employees in any institutions are assumed to be scholars thus, have a better understanding of their Human Resource Policy and that influences the HR department to be more specific and clearer in setting and communicating the policy. The focus of the research was on reward policy, promotional policy and training, and development policy as it relates to the employees' job satisfaction. The research discovered that the human resource policy has a positive impact on the employee's job satisfaction. The study showed that the expatriate and local teaching and non-teaching staffs are more satisfied with their job because of the Human Resource policy (Pule, Mwesigye, Kanyangabo, & Mbago, 2014).

2.2.2 Training and Development Policy and Employee Performance

Organizations strive for growth and goal achievement and use the human resource as a means for goal achievement. Attracting a competent workforce is one thing, maintaining and developing talents in an organization is a totally different stage and requires the human resource planning for the workforce talent development. The human resource management department is responsible for a proper Training and Development policy that enables individuals to develop their skills. Change continues to happen and the employees in any organization cannot afford to be constant in the skills they acquired while they were searching for the job. Continuous development of the skills is inevitable and there needs to be a proper arrangement concerning priorities and the length of the training (Foot & Hook, 2016).

Armor Strong (2014) shows that the continuous process of training and development is very key to empower the workforce for a better result. The training and development selection may be biased if there are no clear set policies in terms of priority and financial strains. There should be a clear understanding of the selection process to further training or career growth and it should also be communicated to everyone because the limitation of the accessibility of the information brings a biased decision as a result, those who have the information will benefit and those who do not have it will not be empowered.

Clear described HR policies have a positive impact on employee performance and that it has a high relationship to the organizational effectiveness (Brewster et al., 2016). The research has focused on the HRM Policies like employee resourcing, development, reward, and relations. The research also revealed that there is a positive relationship between human resource management policies and employee attitude such as satisfaction, commitment, motivation etc. The fact that employees' attitude toward HRM policies is distorted means the performance is also compromised. The study further explains that the development and reward policy has been a key factor to the employee's attitude towards performance. Employee's attitude has been measured by their output that is, the satisfied employees do better than those who are not satisfied by the workplace.

2.2.3 Reward Policy and Employee Performance

The reward is what is offered by the organization as a compensation for the work done or for an achieved objective. Clear pay conditions help an employer and employee to have a harmonious relationship. Salary is what the organization and the employee have agreed on while signing the contract and benefit may also be stated depending on the organizational financial status. Some organization does not state the benefits.

Promotion is not promised at the hiring stage, promotion is experienced for work well done. Promotion tends to motivate employees to take more responsibilities and perform better. (Martocchio, 2017).

The reward is a very key aspect of Human Resource Practice. How a reward is done in terms of salary increment, Over Time payment, Benefits and Promotions should be stated on the policy and be accessible by the employees. The policy helps to understand the expected result of the assignment and the associated result by either recognizing or another form of appreciation. The policy guides everyone in the organization to know what is expected of them and it should not be used to benefit any individual without qualifications.

Research was done on higher education employee performance,(Clark & d'Ambrosio, 2005) reveals that higher education institution strives for growth and competitive advantage and there needs to be good HR policy with recruitment plans of highly qualified personnel. The research emphasized on the retirement plan as a competitive advantage. It is revealed in the research that employee gets satisfied and secured with any organization that has a good retirement policy. The study explains more about recruitment and retirement plans. Although it was proved that the recruitment policy was planned well, the retirement policy was not given the necessary attention. The research found out that the recruitment, retention, retirement, compensation policies have been discovered as a competitive advantage for the tasted organizations. Employees get attracted to the organization with good/quality or clear HR policies.

2.2.4 Anti-discrimination Policy and Employee Performance

Discrimination can be characterized by gender, ethnicity, and multinationals. The HR policy should clearly state the Anti-Discrimination policy all inclusively. There should

be a gender and ethnicity balance to different departments. The absent of clear Anti-Discrimination policy may create discomfort on any individual who has ever been involved in a gender base or ethnicity base attack.

A research done by Louise and Branda (Louise & Brandow Walcutt, 2014) Described that the Korean gender discrimination continued even if the government draws the anti-discrimination policy from time to time. When the first lady president for Korea was elected there was a lot of hope in terms of equal opportunity and equal pay but there are critiques that told the public how challenging it is to overcome the societal mentality towards gender discrimination. Organizations are meant to give equal opportunity and have an anti-discrimination policy to protect employees for any sort of denial based on their race or gender.

Organizations have a different department and different operations but, the Human resource department has direct contact with all the employees at all stages, from the recruitment, selection, orientation, interview, job offer, training and development, reward and discrimination issues. The reviewed literature has proved that there is a relationship between Human resource policy and employee performance in the different industry.

The relationship between the HR department and the employee is guided by the policy. The policy is the guiding factor that has a positive or a negative effect on the employee performance. The study further explains that employees who have been guided with clear HR policy are likely to perform better compared to those who have not been provided with quality HR policy. According to the study, the HRM policies play a significant impact on employee performance.(Sood, n.d.)

Research reflected that The Human resource policy can support creativity and innovation in an organization. The research discovered that HR policies pertaining to recruitment, training, performance management and reward exhibit internal coherence and consistency in the workforce. The research focused on integrating propositions. Innovation was reported as important to the majority of organizations, human resource policies supporting innovation was also reported as applied at the locus of everyday organizational action, the external fit of HR policy that supports innovation was discovered to have an inverse relationship with the hierarchical level at which it is applied and there was a little evidence that the different HR policy elements relating to innovation would show any degree of internal fit. The study further explains that examining training and development methods and problem-solving is the dominant technique in firms that rate innovation as important. The study emphasized the importance of the HR policy as promoting innovation in the sampled organizations. Therefore, the HR policy is not only concerned about what an individual is about to bring to the organization, but it is also rather how an individual is able to solve problems and to be effective, to be creative in various circumstances. According to this research, the HR policy should allow individuals to have room for creativity and decision making to some degree. Employees who feel like their input is necessary and useful, they tend to explore a more creative way of doing their job better than what is expected of them (Searle & Ball, 2003).

A research done by Fox and Brian found that spirituality is a factor that influences employee performance and behavior. The study showed the gap between those who have a spiritual activity in the weekend and those who do not have, then reflected that the more spiritual the person is the better he/she is committed. Employee behavior is one factor that is not ignored in HRM practices because, attitude influences actions.

According to the finding in the research, the attitude of an individual is shaped by the level of spiritual practice therefore they put more commitment into the assignment and perform better. (Fox, Webster, & Casper, 2018).

Research done on recruitment and selection process evaluates external and internal factors that influence the selection process. The researchers use the scanning of internal environment like orientation and size of the organization, organizational culture, structure, business strategy, the life cycle of the organization, the recruitment team as part of the internal factor and showed the degree to which these factors can limit the quality of selection process. The external factors like internationalization, globalization, and labor market conditions, technological change, legal and political factors, the social and economic situation were further covered as influences of the recruitment process. The study then codes each factor and quantifies them by use of Kalman Filter model and emphasizes that, if the organization is trying to get the best employee then the statistical model should be applied and be tested (Florea & Mihai, 2014).

A research done by Hoi Lay (2007) found out that the human capital development policy has a great effect on employees' satisfaction. Employee satisfaction can be measured by their performance and retention in an organization. The paper explains human capital developments as the process of helping employees become better at their tasks, their knowledge, their experiences, and their lives. The method may vary from place to place but the common method is education and training. The study found out that employees with training and development opportunity are more satisfied than those who have not been given the chance. Satisfaction further is explained to relate to productivity and company profit.

Research done about HR Policies in the hospitality Industry found that the hospitality industry targets potential workforce and would lay stress on skill development, technical development, and effective job performance by adopting effective HR practice. Employee performance is crucial for the organization as it is closely linked to guest satisfaction. The study recommends that when creating HR policies, hospitality organization must make sure their total HR policies are competitive not only within the industry but outside the industry as well. The study further reflects that on the hospitality industry majority satisfied respondents were aged below forty. Therefore it concluded that to some extent employees who are above forty and well experienced are not satisfied with HR policies at the same sector and that results in the turnover of senior employees (Hazra, Sengupta, & Ghosh, 2013).

Armstrong (2012) defines training as the formal and systematic enhancement of attitude through learning and education. Training is a continuous process that requires the HRM department to have a written plan for training need and source for relevant education. Some organizations have a proper policy that enables the employee to add skills and training. With a proper policy for training and development organizations can better the skills of the workforce for excellence. Most organization are straggling with the challenge of retaining skilled workforce. When skilled workforce are not retained there will be more cost in to training new employees every time they are hired. People are not only interested on the pay but also on the available training opportunities because the world is changing rapidly and skills are refined as time goes by. Proper HR policy that factors in training can be a motivator to retain employees.

The Institution HR practice is not different from other government on the non-government organization. However, a research symposium exposed that the university faculties are aging and are not willing to retire early for various factors. The workforce

in the sampled institutions than is not dynamic in terms of age and thus limits the quality education. Although the aged professors are expected to be up to date with the current research but the fact that they are from old school and are the majority in the universities limit new challenges that would have brought about a paradigm shift in the learning process. The symposium engaged faculties from different universities to discuss issues that are relevant to HR department such as the importance of health insurance in attracting new faculty, policies to retain existing professors, the costs and benefits of retiree health insurance, and the development of pension and retirement policies that enable faculties to have smooth transition from full-time work to complete retirement. Employment and compensation are fraught with difficulty and potential legal complications. Properly designed and implemented HR policy will provide smooth transition to the retirement and that results to the employees' willingness or readiness to retire. (Kellaghan & Stufflebeam, 2012).

A research done in 458 aid and development professionals Malawi and Uganda discovers that the majority local staffs have an attitude towards expatriate in those aids. The attitude was emphasized in the study because of remuneration discrepancies between the locals and expats. The study further measures the salary and other benefit gaps between expatriate and local staffs. The result shows the expatriates to have more pay and benefits compared to locals. The response by the locals revealed that they do not feel they have equal pay structure, or they are not given equal opportunity in their own country. The researcher tested the hypothesis on higher discrepancies leads to greater demotivation and fair discrepancies leading to lower demotivation. The finding in Malawi showed that there is a high discrepancy between expatriates and local workers especially in the lower level while the finding in Uganda showed the fair distribution of resources based on skills and ability. The researchers recommend that

remuneration discrepancies should be given through thought and need to be captured in the HR policies to avoid demotivation caused by the pay gap (Munthali, Matagi, & Tumwebaze, 2010).

A research done by Joshi and Son (2015) discovered that in a highly competitive professionals woman performed equally like men and yet was compensated lower than their colleges. The study also examines the opportunities in a distinct profession like science and engineering, the men could further their study compared to women. The study rejects the myth or justification of the gender gap as was shown to be women to have less skill than men. The researcher emphasized that women were not given the same opportunities like men and even if they succeeded by themselves they still get lower payment compared to men who have the same position. This study brings out the effect of discrimination on employee performance. Thought the study does not specify the remedies to gender biasness, it reflected evidence that women were not given the same opportunity like men. . (Joshi & Son, 2015).

Research done by Jane found that, clearly defined and stated training and development policy in the HR manual allows the employee to benefit from it as they make use of their developed skill. Training according to the researcher is a continuous process that should have a proper plan and must not be used for the benefit of an individual, it is rather for the entire organizational performance. Hence the performance of an individual gives a collective performance of an organization (Jane, 2014).

Other scholar reveals the relationship between HR practices and employee performance. The study showed that effective HR practice leads to the achievement of strategic HRM by providing the competent workforce. Strategic management of today uses the HR practice as the means to achieve organizational goals. The organization's

workforce is what will determine the achievement of strategic plans. The researcher showed that the health sector has the same demand for employee performance. The day to day practice in the hospital is carried out by people and the proper practice of HR in terms of recruitment is very key. As any organization would strive to excel, the health sector also needs to get the right people at the right place. The strategic management of such organization is influenced by the human resources practices. (Gile, 2016).

Experimental research done in china found out that there is significant discrimination on the older men who were aged 49 and above. The research designed job applicants aged 29-31, 49-51 and 64-66 in a sampled retail, security and janitor's companies. The result showed that the retail companies have significant discrimination towards older men than the security and janitors companies. Discrimination is one factor that demotivates employees most of the time. When employees do not feel belonged to a certain place, it is hard to get their best commitment to the assigned job. Age is one area where most HR scholars are concerned on. The generation gap within the organization has a huge impact to a good or bad performance but given a thoughtful consideration, the HR policy should cater for protection against age based discrimination. (Neumark, Burn, & Button, 2016).

A Research Done in China (Jie Tang, Min-Shi Liu, & Wen-Bin Liu, 2017), has discovered another way of influencing employee's performance. The study explored the attitude of employees when they are actively engaged in the workplace fun and how they perform their after. It was discovered that workplace fun has a positive impact on employee performance. The researchers argue that with the current challenge and stressful work environment, introducing fun in workplace brings the best performance. Work place fun is found to be the best way to motivate employees in china context and the paper revealed the impact on their performance.

2.4 Summary of The Literature Review

The Human Resource is a key department that serves as a mediator between the top management and the employees. The relationship between the employees and employer is basically expressed on the task assigned and the organizational goal that is binding the activity. Organizations are striving to maintain skilled full workers, to keep on motivating them to contribute their best level of performance. Human resource policy being one of the factors that contribute to the highest or lowest performance of an individual, the reviewed literature has revealed that there should be a clear policy shared by the stakeholders with a striking balance between the projected result and the actual performance.

The reviewed literature found out that, the Human resource policy is related to the employee performance, Innovation, competency, and creativity. Performance has a different dimension of which two of them are productivity and creativity. Productivity is a measure of performance in any organization, but creativity is a higher level of performance. Which means that the person not only performing to the expected level, but he/she is coming up with a new way of doing the task and perfecting the job. The creativity can either allow the employee to deliver at the shortest time possible or solve any problem in a manner that others can refer to it as the way to go.

The scholars argued that HR policies directly or indirectly affect employee performance. The case of china differed with the usual expected HR practice by bringing in a new aspect of work place fun. The age and gender base discrimination was sought to a cause to a performance discrepancies. Training and development and reward policies are said to be factors that motivate employees to perform better. This research sought to understand the effect of HR policies on employee performance.

2.5 Conceptual Framework

Independent Variables

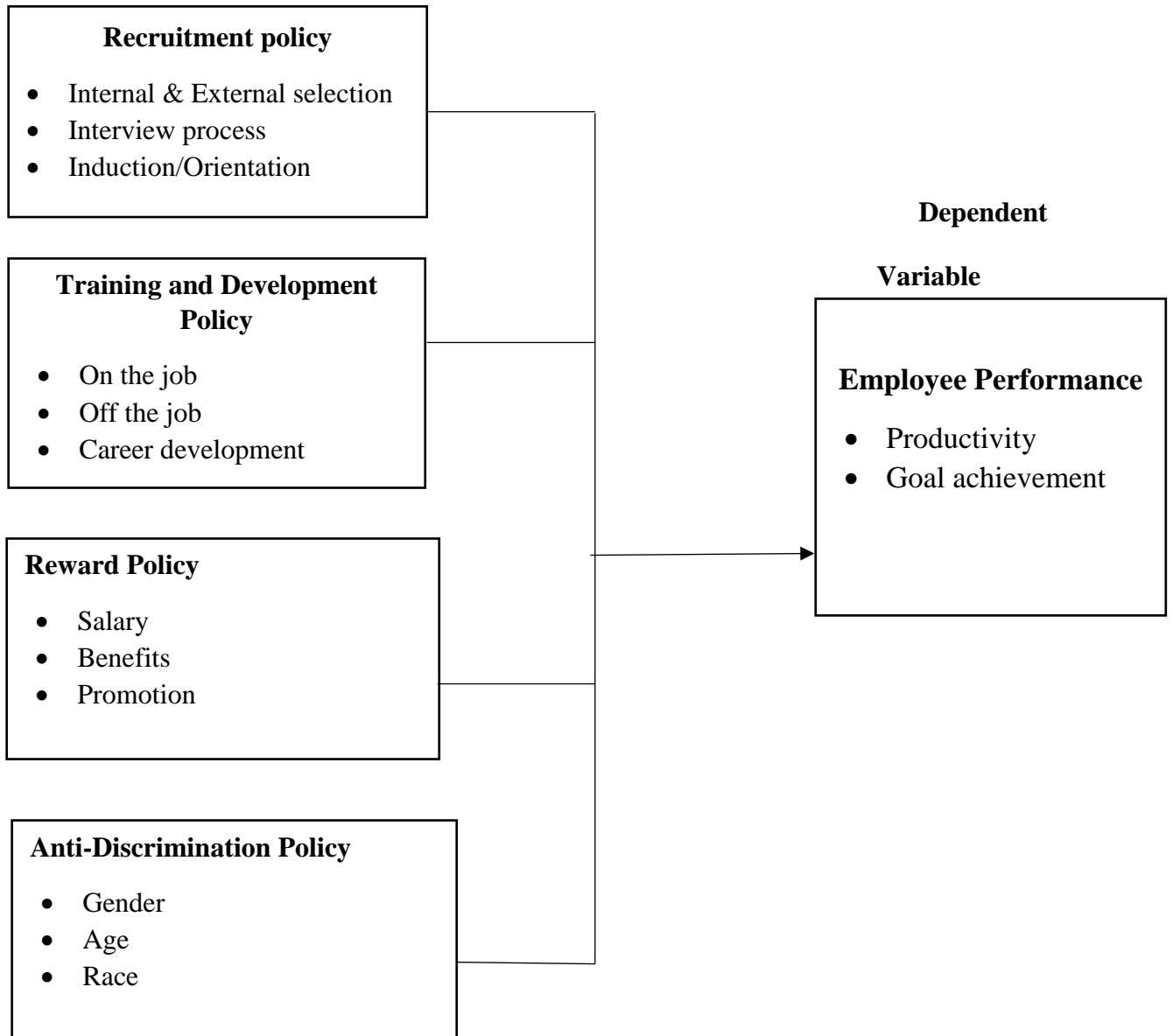


Figure 2.2 Conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter of the research discussed the research methodology and design, entry procedure, population of research, samples and sampling procedure, research instrument, validation of the research instrument, pilot testing/reliability, ethical issues, the data collection procedure, and data analysis procedure. The research method is the way the truth of a phenomenon is coaxed from the world in which it resides and free of the biases of the human condition (Nagelhout & Plaus, 2009).

3.1 Research Design

Research Design is a map that clearly states a procedural plan that is adopted by the researcher to answer questions that are, research questions or hypothesis, the validity of the research questions, objectively, accurately and economically (Kumar, 2011). The descriptive design takes into a consideration the “What is approach” and it is also used to compare two or more variables. It is the most appropriate design for the study hence the researcher sought to understand the effect of HR policies on employee performance.

3.2 Target Population

The population in Hope International Organization in Ethiopia main office is less than a hundred and according to Mugenda, (2003) when a population is less than a 100 the researcher can use a census. The organization has 50 full-time employees and the researcher used census.

Table 3.1 Population

Responses	Frequency	Percentage
Director	1	2%
Top Management	5	10%
Functional	17	34%
Support	28	56%
Total	50	100%

3.4 Data Collection

Data collection is the way information is gathered from the participants. The researcher distributed the questionnaire to the participants at Hope International Organization and collect data personally. She used the questionnaire and allowed participants to fill it with no fear or doubt about the disclosure of their identity. The researcher made sure the questionnaire were clear enough by pilot testing the questions. This implies that the data already exists and merely need to be gathered (Groves et al., 2009).

3.4.1 Data Collection Procedure

Data was collected from Hope International Organization in Ethiopia main office. The researcher dropped the questionnaire and wait for it to be filled and collect it the same day. Due to time constrain, the researcher could not give days to the respondents. The Human resource manager for Hope Ethiopia was contacted by the researcher to enable her to contact the employees while they were on duty. The description of the data collection procedure should be clear and complete enough that a relatively informed reader should be able to replicate it (Houser, 2009).

3.5 Pilot Testing

Pilot testing is a session or two before the real test and it helps to check if the instrument will give a reliable result (2015). There are different percentages allowed in pilot testing, the researcher used the Connelly (2008) approach that allows 10% of the sample. The population is 50 and 10% of the population would be 5. The researcher gave the questionnaires to 5 participants were not part of the research population. The

participants were selected from Plan organization, because it has similar humanitarian activity.

3.5 Data Analysis

Data was analyzed by use of multiple regression model, multiple regression model is a linear regression that is used when a researcher wants to predict the value of a variable based on the value of other variables. The independent variable was used to predict the dependent variable. The independent variable was used as a determinant of the dependent variable. Multiple regression is not just one technique but a family of techniques that can be used to explore the relationship between one continuous dependent variable and several independent variables or predictors usually continuous (Julie, 2013).

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \dots + \epsilon \text{ Where;}$$

Y = Employee Performance (Dependent Variable)

X1 – X4 – Independent Variables

X1 = Recruitment Policy

X2 = Training and development policy

X3 = Reward Policy

X4 = Anti-discrimination

β_0 = Co-efficient of the model

$\beta_1 - \beta_4$ = Beta Co-efficient of Determination

ϵ = Stochastic Error Term

The researcher analyzed the data by use of SPSS software and was assisted by a data analyst to run the data in the software and get the statistical results.

3.9 Research Ethical Issues

Ethics in research is a very key aspect. The set ethical standards promote the values that are key to collaborative work between the researcher and the respondent. The researcher submitted the proposal document to the IERB for quality review and waited to be given the letter of permission to collect data. The researcher explained the purpose of the study to the Human Resource officer at Hope International organization and asked the willingness of the organization as well as participants. The researcher was very keen in keeping with the ethical standards. The finding of this research is strictly used for academic purposes. The confidentiality of the respondent is kept in a high standard. Participants for this research were not asked for their name.

**CHAPTER FOUR:
RESULTS, DISCUSSIONS AND INTERPRETATION**

4.0 Introduction

This chapter comprises of data analysis, findings and interpretation. Results are presented in tables and diagrams. The analyzed data was arranged under themes that reflect the research objectives. The study findings were compared with the findings of previous studies and the implications were also established.

4.1 Descriptive Statistics

4.1.1 Response Rate

The number of questionnaires that were administered was 44 out of a total of 50 questionnaires therefore the overall successful response rate was 88% percent. The people in attendance were 48 and from the 48 people 1 did not return the questionnaire. The researcher also discarded 3 questionnaires for lack of clarity. The figure 3 below shows the response rate. They fit with the argument of Kothari (2004) that a response rate of 50% or more is adequate for a descriptive study. Babbie (2004) also asserted that return rates of 50% are acceptable to analyze and publish, 60% is good and 70% is very good. Based on these assertions from renowned scholars (Babbie & Kothari2004). 72.4% response rate is adequate for the study.

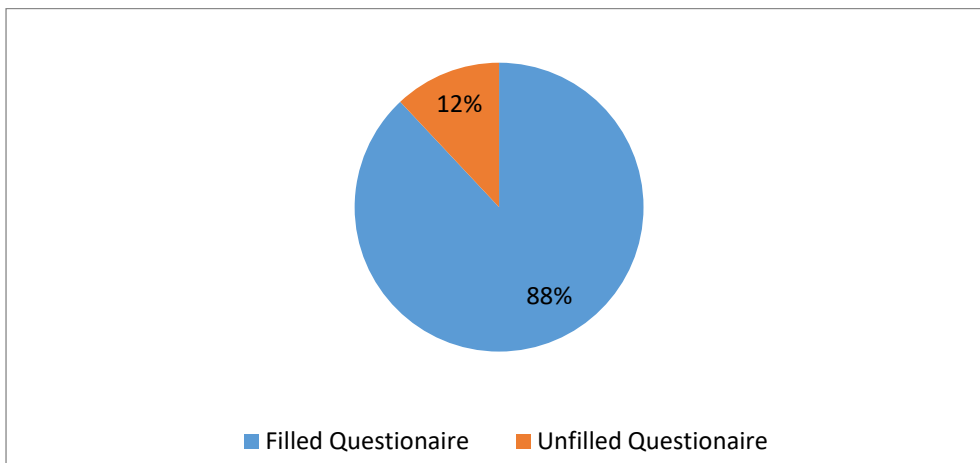


Figure 4.3: Response Rate

4.1.2 Gender Distribution

The figure 4 below shows the distribution of gender of the respondents in the study. 61% of the respondents were male and 39% of the respondents were female.

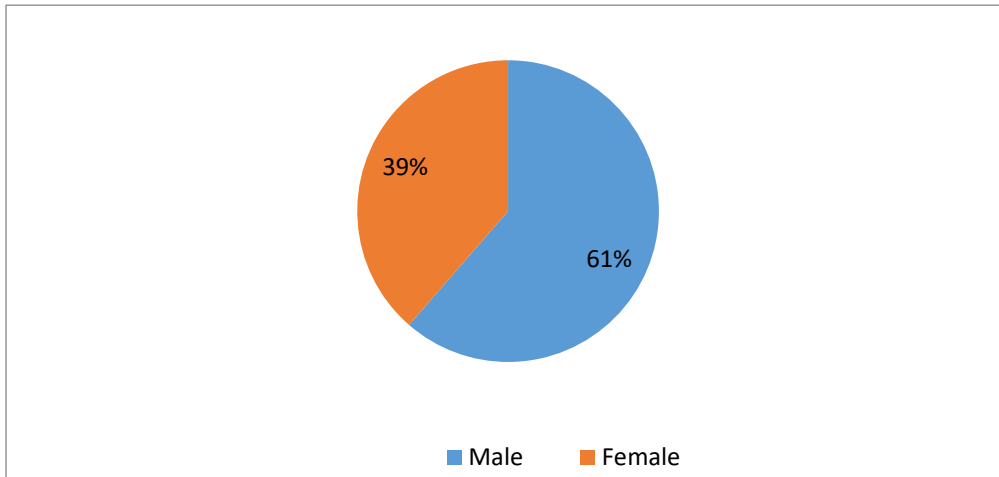


Figure 4.4: Gender distribution

4.1.3 Position of Respondents

The figure 5 below shows that 66% of the respondents were support staff and 11% were holding the position of the administrator. Also, 23% of the respondents were in other positions.

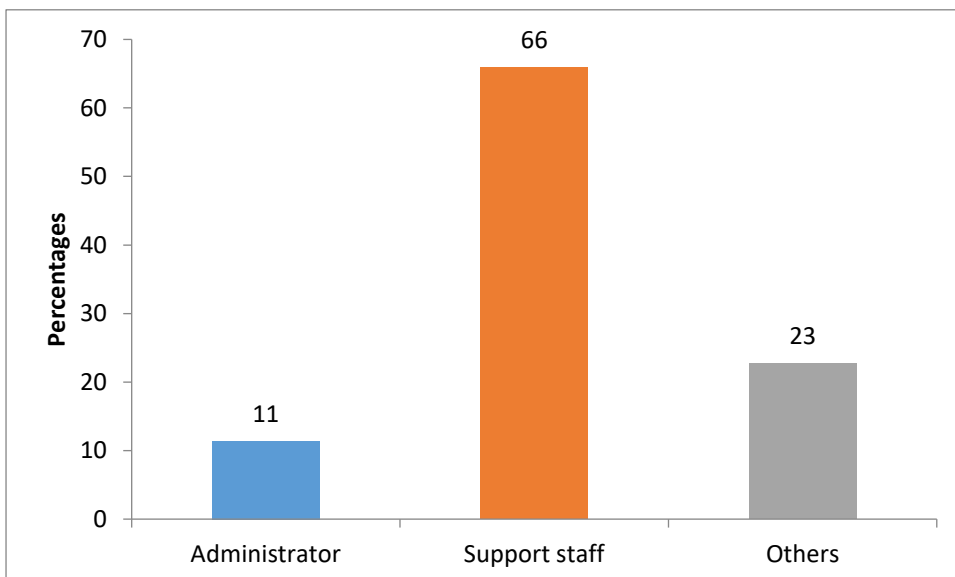


Figure 4.5: Position of the respondents

4.1.4 Age Group

The result in figure 6 shows that 55% of the respondents had an age group of 25-35 year and 34% of the respondents were of age group of 36-45 years. 11% of the

respondents had an age of 46 years and above. This clearly shows that respondents of age 25-35 years were the majority.

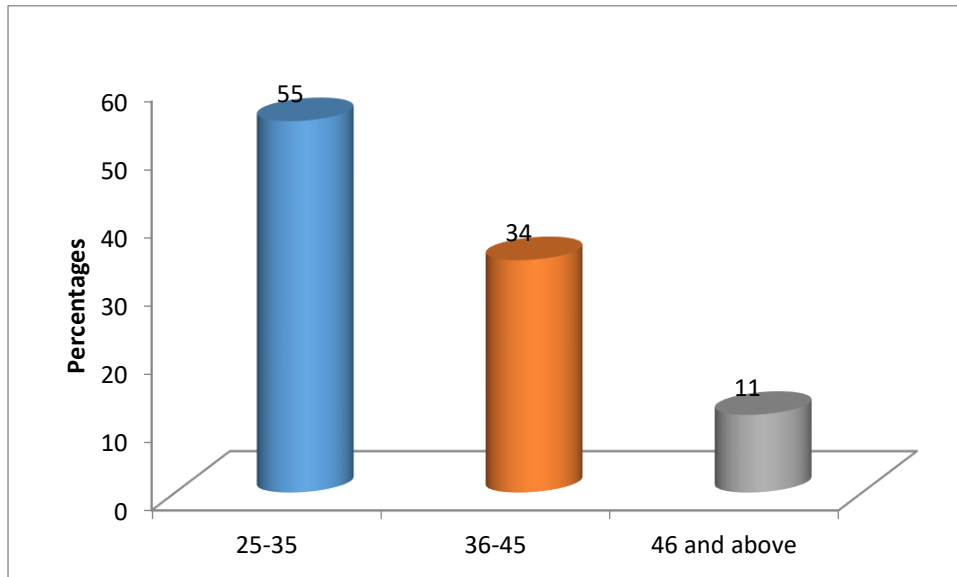


Figure 4.6; Age Group of Respondents

Descriptive statistics were used to establish the mean and standard deviation of the responses on the Likert scales used in the study. A scale of 1 to 5 was used in the study. Quantification of Likert scale categories was done by assigning numerical values to the various categories in order to facilitate statistical representation of data. The data was analysed using frequency and percentage tables.

4.1.5 Descriptive Results on Employee Performance

The descriptive results show the response given by the respondents that participated in the study. 50% and 38.6% agree and strongly agree respectively that their responsibility in the organization is considered important. 47.7% of the respondents agree with the statement that says “I work so hard to prove to my supervisor that I am worth his/her recognition” and 18.2% of the respondents disagree with the same statement. Also, 45.5% of respondents agree and 27.3% of respondents disagree that they have never been recognized for their productivity. 27.3% and 36.44% of respondents disagree and

agree respectively that they are contributing in Hope organizations goal achievement. 31.8% and 36.4% of respondents strongly agreed and agreed respectively that they have never felt like their work is recognized.

18.2% and 45.5% of respondents strongly agreed and agreed respectively with the statement “I don’t understand why we fill appraisal”. 50% agree and 18.2% strongly agree with the statement “I have never been given feedback for the job well done”. 50% agree and 34.1% strongly agree with the statement “I have ever been promoted and got a salary increment for productivity.” 36.4% agreed and 29.5% strongly agreed that they are more aware about disciplinary actions than any promotion opportunities. On the other hand, 47.7% of the respondents agree that supervisor explains what is expected of them and they are satisfied.

Table 4.1: Descriptive results on Employee Performance

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	StDev
My responsibility in the organization is considered important	2.30%	0.00%	9.10%	50.00%	38.60%	4	1
I work so hard to prove to my supervisor that I am worth his/her recognition	9.10%	18.20%	15.90%	47.70%	9.10%	3	1
I have never been recognized for my productivity	11.40%	27.30%	13.60%	45.50%	2.30%	3	1
I am contributing in Hope organizations goal achievement	18.20%	27.30%	15.90%	36.40%	2.30%	3	1
I have never felt like my work is recognized	31.80%	13.60%	13.60%	36.40%	4.50%	3	1
I don't understand why we fill appraisal	18.20%	13.60%	13.60%	45.50%	9.10%	3	1
I have never been given feedback for the job well done	9.10%	15.90%	6.80%	50.00%	18.20%	4	1
I have ever been promoted and got a salary increment for productivity	4.50%	6.80%	4.50%	50.00%	34.10%	4	1
I am more aware about disciplinary actions than any promotion opportunities	11.40%	13.60%	9.10%	36.40%	29.50%	4	1
My supervisor explains what is expected of me and I am satisfied	15.90%	13.60%	11.40%	47.70%	11.40%	3	1

4.1.6 Descriptive Results on Recruitment Policy

The descriptive results on recruitment policy show that 34.1% of respondent strongly disagree that the organization does internal selection before searching for external applicants. 25% of the respondents strongly agree that the organization does internal selection before searching for external applicants. Also, 52.3% of the respondents strongly disagree that they are allowed to apply for a higher position when they complete higher education and only 15.9% of respondents strongly agree that they are allowed to apply for a higher position when they complete higher education. 45.5% and 27.3% agree and strongly agree respectively that they were hired through proper

recruitment process. On the other hand, 61.4% of the respondents strongly disagree that they got the job through referees. 38.6% of respondents were neutral regarding they were called for an interview before the job offer and 18.2% agrees that they were called for an interview before the job offer.

Also, 38.6% and 29.5% were neutral and agree respectively that the panelist in the interview asked relevant question. 50% of the respondents agree that when they got the job/promoted to the higher position there was a good time of interaction with the team. Also, 63.6% of the respondents agree that there was clear communication concerning the job offer and benefits. In addition, 34.1% of the respondents agree that the recruitment policy is well stated while 25% were neutral on the same statement.

Table 4.2: Descriptive results on Recruitment Policy

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	StDev
In my opinion, the organization does internal selection before searching for external applicants	34.10%	25.00%	6.80%	9.10%	25.00%	3	2
I am allowed to apply for a higher position when I complete higher education	52.30%	20.50%	2.30%	9.10%	15.90%	2	2
I was hired through proper recruitment process	15.90%	6.80%	4.50%	45.50%	27.30%	4	1
I got the job through referees	61.40%	11.40%	0.00%	13.60%	13.60%	2	2
I was called for an interview before the job offer	15.90%	18.20%	38.60%	18.20%	9.10%	3	1
The panelist in the interview asked me relevant question	6.80%	15.90%	38.60%	29.50%	9.10%	3	1
There was clear communication concerning the job offer and benefits	4.50%	11.40%	11.40%	63.60%	9.10%	4	1
When I got the job/promoted to the higher position there was a good time of interaction with the team	9.10%	18.20%	15.90%	50.00%	6.80%	3	1
In my opinion the orientation procedure was not good enough to get me used to the position	63.60%	6.80%	13.60%	6.80%	9.10%	2	1
In my opinion the recruitment policy is well stated	13.60%	20.50%	25.00%	34.10%	6.80%	3	1

4.1.7 Descriptive Results on Training and Development

The table 4 below shows the descriptive results on training and development role on employee performance at Hope International Organization in Ethiopia. The results indicate that 36.4% and 29.5% of respondents agree and strongly agree respectively that when they were hired, they were given a proper introductory training. Also, 79.5% of the respondents strongly disagree that there is a proper policy that enables me to further my career while zero percent of respondent agree to the same. 86.4% also

strongly disagree that the organization partially or fully sponsors employees for various training. In addition, 63.6% strongly disagree that when there is new technology in my position I was privileged to take time and learn on the job while 18.2% were neutral on the same. 50% and 31.8% agree and strongly agree respectively that when they discover other training that is related to their job, they were told to pay for it from their salary.

On the other hand, 22.7% and 27.3% strongly disagree and strongly agree respectively that they were never given an opportunity to attain any training and they also don't know if there are such opportunities. Similarly, the 29.5% and 27.3% strongly disagree and disagree respectively that the organization communicates the available training plans and procedures. Nevertheless, 29.5% and 36.4% of respondents agree and strongly agree respectively that the training and development policy is clear and they understand the available opportunities.

Table 4.3: Descriptive results on Training and Development

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Stdev
When I was hired, I was given a proper introductory training	9.10%	6.80%	18.20%	36.40%	29.50%	4	1
The organization allows me to attend various conferences to enable me to grow my skill	38.60%	20.50%	6.80%	22.70%	11.40%	2	1
There is a proper policy that enables me to further my career	79.50%	13.60%	6.80%	0.00%	0.00%	1	1
The organization partially or fully sponsors employees for various training	86.40%	13.60%	0.00%	0.00%	0.00%	1	0
When there is new technology in my position I was privileged to take time and learn on the job	63.60%	9.10%	18.20%	6.80%	2.30%	2	1
When I discover other training that is related to my job, I was told to pay for it from my salary	9.10%	2.30%	6.80%	50.00%	31.80%	4	1
The organization has communicated that there are plans for continuous training and development	34.10%	13.60%	25.00%	22.70%	4.50%	3	1
I was never given an opportunity to attain any training and I also don't know if there are such opportunities	22.70%	13.60%	20.50%	15.90%	27.30%	3	2
The organization communicates the available training plans and procedures	29.50%	27.30%	22.70%	15.90%	4.50%	2	1
The training and development policy is clear and I understand the available opportunities	15.90%	6.80%	11.40%	29.50%	36.40%	4	1

4.1.8 Descriptive Results on Reward Policy

The descriptive result on reward policy indicate that 43.2% of respondents agree that there is a proper salary policy and the job grades are accessible while 20.5% strongly disagree that there is a proper salary policy and the job grades are accessible. 40.9% of respondents agree that there is a salary review periodically and they get increment if they have the required education. 38.6% strongly disagree that they don't know the benefit of being part of this organization.

On the other hand, 38.6% of the respondents agree that they can claim the benefit of employees if they are in the organization. 50% of the respondents agree that they have never been given a promotion while 31.8% agree that they don't know if they can ask for a promotion. 29.5% and 25% strongly disagree and agree respectively that the organization allows them to update CV every year and they get promoted if they added other skills. 50% strongly disagree that the reward policy is clear and that motivates them to work hard while 15.9% of respondents agree that the reward policy is clear and that motivates them to work hard.

Table 4.4: Descriptive results on Reward Policy

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	StDev
There is a proper salary policy and the job grades are accessible	20.50%	13.60%	15.90%	43.20%	6.80%	3	1
There is a salary review periodically and I get increment if I have the required education	18.20%	25.00%	13.60%	40.90%	2.30%	3	1
When I got the job, I was given the benefit packages of the organization and I know all the benefits I am entitled too	18.20%	15.90%	31.80%	27.30%	6.80%	3	1
I don't know the benefit of being part of this organization.	38.60%	20.50%	13.60%	22.70%	4.50%	2	1
In my opinion, I can claim the benefit of employees if I am in the organization	20.50%	22.70%	11.40%	38.60%	6.80%	3	1
I have never been given a promotion	18.20%	13.60%	9.10%	50.00%	9.10%	3	1
I don't know if I can ask for a promotion	20.50%	15.90%	15.90%	31.80%	15.90%	3	1
My organization allows me to update my CV every year and I get promoted if I added other skills	29.50%	25.00%	20.50%	25.00%	0.00%	2	1
I know the organization has a proper policy for a promotion and I also know the requirements for the promotion	13.60%	2.30%	22.70%	36.40%	25.00%	4	1
In my opinion the reward policy is clear and that motivates me to work hard	50.00%	15.90%	18.20%	15.90%	0.00%	2	1

4.1.9 Descriptive Results on Anti-discrimination Policy

Table 6 below shows the descriptive result on the role of antidiscrimination policy at Hope International Organization in Ethiopia. The results show that 29.5% of respondents strongly disagree while 18.2% strongly agree that the organization gives me an equal opportunity. 31.8% strongly agree that they don't think women are equally paid as men while 15.9% strongly disagree with the same statement. 56.8% strongly disagree that they are aware of the anti-discrimination policy in their organization and they feel protected. On the other hand, 34.1% agree while 25% strongly disagree that they don't feel protected from gender or race-based discrimination at Hope International Organization in Ethiopia.

The results also show that 47.7% strongly disagree while 13.6% strongly agree that they were victim of race-based discrimination by the organization. Similarly, 31.8% agree that In my opinion the organization does not discriminate anyone based on their age. 43.2% of respondents strongly disagree that the majority tribe in the organization seems to be more privileged. 25% and 40.9% strongly disagree and disagree respectively that they think there is a gender balance in the organization. Also, 34.1% of respondents both disagree and being neutral that they are satisfied with the anti-discrimination policy and feel protected.

Table 4.5: Descriptive results on Anti-discrimination policy

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Stdev
I believe that the organization gives me an equal opportunity	29.50%	18.20%	22.70%	11.40%	18.20%	3	1
I don't think women are equally paid as Men	15.90%	15.90%	18.20%	18.20%	31.80%	3	1
I am aware of the anti-discrimination policy in our organization and I feel protected	56.80%	13.60%	11.40%	11.40%	6.80%	2	1
I don't feel protected from gender or race-based discrimination	25.00%	9.10%	13.60%	34.10%	18.20%	3	1
I was a victim of race-based discrimination by the organization	47.70%	9.10%	11.40%	18.20%	13.60%	2	2
In my opinion the organization does not discriminate anyone based on their age.	15.90%	13.60%	22.70%	31.80%	15.90%	3	1
I don't feel I belong here because I am from a different tribe	25.00%	13.60%	22.70%	22.70%	15.90%	3	1
The majority tribe in the organization seems to be more privileged	43.20%	25.00%	25.00%	4.50%	2.30%	2	1
I think there is a gender balance in the organization	25.00%	40.90%	13.60%	15.90%	4.50%	2	1
I am satisfied with the anti-discrimination policy and feel protected	15.90%	34.10%	34.10%	11.40%	4.50%	3	1

4.2 Inferential Statistics

4.2.1 Correlation Analysis

The study used a correlation analysis to establish the association among the variables used in the study. A Pearson correlation was used. Correlation indicates the direction in one variable if another variable changes. A negative Pearson correlation value indicates negative correlation while a positive Pearson correlation value indicates a positive correlation. The strength of the association increases as the value approaches either negative 1 or positive 1.

Table 4.6: Correlation Matrix

		Recruitment Policy	Training and Development	Reward Policy	Antidiscrimination policy	Employee Performance
Recruitment Policy	Pearson Correlation	1				
	Sig. (2-tailed)					
Training and Development	Pearson Correlation	.545**	1			
	Sig. (2-tailed)	0				
Reward Policy	Pearson Correlation	-.515**	-.360*	1		
	Sig. (2-tailed)	0	0.016			
Antidiscrimination policy	Pearson Correlation	.542**	.357*	-.330*	1	
	Sig. (2-tailed)	0	0.017	0.029		
Employee Performance	Pearson Correlation	-.696**	-.445**	.768**	-.326*	1
	Sig. (2-tailed)	0	0.002	0	0.031	
	N	44	44	44	44	44

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

The study uses correlation to understand the relationship that exists between the dependent variable (Employee performance) and the independent variables (Anti-discrimination policy, Reward Policy, Training and Development Policy and Recruitment Policy).

The matrix indicates that recruitment policy has strong negative correlation with employee performance at Hope organization. The value of Pearson correlation was $r = -0.696$ with a $p = 0.000$ which was significant at 0.01 significance level. This implies that the recruitment policy at Hope International Organization in Ethiopia does not have a significant effect on employee performance.

The matrix also shows that training and development has negative relationship with the employee performance at Hope International Organization in Ethiopia. The value of

Pearson correlation was $r = -0.445$ with a $p = 0.000$ which was significant at 0.01 significance level. This signifies that training and development approaches at Hope International Organization in Ethiopia has no significant effect on employee performance.

On the other hand, the correlation matrix shows that reward policy has positive and strong correlation with employee performance at Hope International Organization in Ethiopia. The value of Pearson correlation was $r = 0.768$ with a $p = 0.000$ which was significant at 0.01 significance level. This implies that improvement in Reward policy at Hope International Organization leads to improvement in employee performance.

The correlation matrix shows a negative correlation between antidiscrimination policy and employee performance at Hope International Organization. The Pearson correlation value was $r = -0.326$ with a $p = 0.000$ which was significant at 0.05 significance level. This means that at Hope International Organization, the antidiscrimination policy does not have a significant effect on employee performance and this is according to employees that responded.

4.2.2 ANOVA

Kothari (2014) described ANOVA as a procedure for testing the difference among different groups of data for homogeneity. The essence of ANOVA is that the total amount of variation in a set of data is broken down into two types, that amount which can be attributed to chance and that amount which can be attributed to specified causes while F- test was also used in the context of the analysis of variance (ANOVA) for judging the significance of multiple correlation coefficients.

Table 4.8: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.794	4	5.448	25.367	.000b
	Residual	8.376	39	0.215		
	Total	30.17	43			

a Dependent Variable: Employee Performance

b Predictors: (Constant), Antidiscrimination policy, Reward Policy, Training and Development, Recruitment Policy

The ANOVA results in table 8 indicate that Anti-discrimination policy, Reward Policy, Training and Development and Recruitment Policy were significant predictor variables of employee performance at Hope International Organization in Ethiopia. This was indicated by the F-statistics results ($F=25.367$, $p=0.000$) indicating that the model used to link the independent variables and dependent variable was statistically significant.

4.2.3 Regression Analysis

Regression was adapted to further test the nature of relationship between independent variables and dependent variable. According to Kothari (2014), regression is the determination of a statistical relationship between two or more variables. In simple regression, there are two variables, one variable (defined as independent) is the cause of the behavior of another one (defined as dependent variable). When there are two or more than two independent variables, the analysis concerning relationship is known as multiple regressions and the equation describing such relationship as the multiple regression equation.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.850a	0.722	0.694	0.46345

a Predictors: (Constant), Anti-discrimination policy, Reward Policy, Training and Development, Recruitment Policy

The result showed that Anti-discrimination policy, Reward Policy, Training and Development and Recruitment Policy had a significant association with the employee performance at Hope International Organization in Ethiopia (R=0.850). Furthermore, the results revealed that Anti-discrimination policy, Reward Policy, Training and Development and Recruitment Policy jointly accounted for 72.2% of the variation in employee performance at Hope International Organization in Ethiopia. This means 27.8% is explained by other factor.

Table 4.10: Regression Coefficient

Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.25	0.944		2.383	0.022
	Recruitment Policy	-0.601	0.161	-0.447	-3.734	0.001
	Training and Development	-0.096	0.234	-0.042	-0.411	0.683
	Reward Policy	0.828	0.146	0.561	5.652	0.000
	Antidiscrimination policy	0.287	0.247	0.117	1.16	0.253

a Dependent Variable: Employee Performance

Employee Performance = 2.25 + (-0.601) Recruitment Policy + (-0.096) Training and Development + (0.828) Reward Policy + (0.287) Antidiscrimination policy

In the multivariate regression model, the recruitment policy ($\beta = -0.601$, $p=0.0001$) was found to have a negative significant relationship with employee performance at Hope International Organization in Ethiopia, this is because the p-value was less than 0.05. Similarly, the reward policy ($\beta = 0.828$, $p=0.000$) has a positive significant relationship with employee performance at Hope International Organization. The p-value was less than 0.05. This implies that reward policy has a significant effect on the employee performance and therefore, an improvement on reward policy will result into positive employee performance at Hope International Organization in Ethiopia.

4.3. Discussion of Results

4.3.1 Effects of Recruitment Policy on Employee Performance

The correlation test shows that the recruitment policy does not have a significant effect on employee performance at Hope International Organization, Ethiopia at ($p=0.0001$) significant level. This finding differs with Florea and Mihai's finding (Florea & Mihai, 2014). When their paper discussed factors influencing the recruitment process they found out that a proper consideration to the internal and external factors will benefit the recruitment process and that results to employee performance. According to the respondents in this research, the recruitment policy does not have a significant effect to employee performance at Hope International organization.

4.3.2 Effects of Training and Development Policy on Employee Performance

The research found out that the training and development policy does not have a significant effect on employee performance at hope international organization. Although there is no proper plan for employee growth, the finding indicates that the training and development policy does not contribute to employee performance. This finding disagrees with Hoi Lay (2007). Hoi found out that the human capital development policy has an impact on employee performance he tasted the opportunity given employees response VS those who have not been given. The employees with opportunity to growth were more satisfied and committed to effectiveness. Jane (2011) found out that the training and development policy has an impact on Safaricom employee performance.

4.3.3 Effects of Reward Policy on Employee Performance

The result in this research shows that Reward policy has a strong positive correlation to employee performance at hope international organization. Majority of the respondents agree with matters that deal with reward like salary, benefit and promotions. This finding agrees with Munthali (2010). Munthali discovered that the pay discrepancies leads to demotivation of employees and suggest that the proper pay policy should be implemented if the organization is striving to productivity. Therefore, when reward policy is improved employees will perform.

4.4.4 Effects of Anti-Discrimination Policy on Employee Performance

The study finding about anti-discrimination policy agrees with the findings of Lourie and Branda (2014). The gender base discrimination affects employee performance and it is evident that at Hope Organization, women are not given the same opportunity as men. However, the finding in this research disagrees with the finding of (Neumark et al., 2016). At hope International Organization, employees does not feel like disadvantaged based on their age or race. This finding reflects that the anti-discrimination policy does not have a significant effect on employee performance.

CHAPTER FIVE:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter contained a summary of the findings, recommendations, conclusions and areas for further studies that the study identified. The summary of the findings was done in line with the study objectives. The study made recommendation based on the conclusion of the study.

5.1 Summary of Findings

Hope International Organization in Ethiopia was the target population for this study. The study adopted a census technique with respect to the unit of analysis which is the Hope International Organization. Primary data was gathered by use of structured questionnaires. Data gathered from the questionnaires was analyzed using statistical package for social sciences computer software. SPSS which generate both descriptive and inferential statistics were employed. Descriptive statistics including the mean and standard deviation were used to capture the characteristics of the variables under study.

5.1.1 Effect of Recruitment Policy on Employee Performance

The result shows that recruitment policy at Hope International Organization has a negative correlation with the employee performance and therefore, this implies that recruitment policy at the organization does not have a significant effect on employee performance according to the respondents.

5.1.2 Effect of Training and Development on Employee Performance

From the results, it is clear that training and development at Hope International Organization does not have a statistically significant effect on employee performance. This implies that training and development does not have an effect on the employee performance at Hope International Organization.

5.1.3 Effect of Reward Policy on Employee Performance

From the descriptive results, the respondents at Hope International Organization agree that reward policy plays an important role in the improvement of employee performance. Also, the correlation results indicate strong and positive correlations with employee performance. This implies that improving reward policy leads to improved employee performance. In addition, the regression result indicates that reward policy has a significant relationship with employee performance and therefore, this implies that reward policy contribute greatly to employee performance at Hope International Organization in Ethiopia.

5.1.4 Effect of Anti-discrimination Policy on Employee Performance

The descriptive results indicate that majority of respondents do not believe that antidiscrimination policy contribute to employee performance at Hope International Organization in Ethiopia. This is evident since majority of respondent strongly disagree with several statement that were posed to them on the questioner regarding the availability and role of antidiscrimination policy. The correlation result also shows a weak and negative relationship between antidiscrimination policy and employee performance at Hope International Organization. On the other hand, the regression result shows statistically insignificant positive relationship between the antidiscrimination policy and employee performance at the organization. This implies

that significantly, the antidiscrimination policy at the Hope International Organization does not contribute to improve or better employee performance.

5.2 Conclusions

The recruitment policy has some effect on the employee performance and this is based on the regression and descriptive results regarding the responses given by the employees at Hope International Organization. This implies that there is need to improve recruitment policy in order to improve the employee performance. Also, the training and development is an important aspect in employee performance and therefore, there is a need to improve the training and development in line with needs and gaps depicted by employees for the purpose of improving their performance.

Reward policy is an important factor or variable towards improving employee performance. The results shows significant relationship between reward policy and employee performance. On the other hand, the antidiscrimination policy also plays an important role in employee performance despite the insignificant result shown. The employees reflected that the reward is fair and transparent.

5.3 Recommendation

Recruitment policy and employee performance: The recruitment policy should be improved in order to ensure that there is a high employee performance at Hope International Organization in Ethiopia. This should be scaled up even to other organization for the purpose of having better employee performance. The researcher recommends that the organization to review the recruitment policy to use it as a contributing factor to employee performance. Employees should be selected based on their skills and internal selection should be encouraged before advertising a position.

Training and development and employee performance: There is need to ensure that training and development are in line with employee needs and gaps in order to ensure that training and development is contributing positively on employee performance at Hope International Organization in Ethiopia. The employees should feel like they are able to grow their skills and that the organization is taking care of their growth. This should also be scaled up to other international organizations.

Reward policy and employee performance: Employees reflect that the reward policy is good. The organization can still review it for more effective way of motivating employees at Hope International Organization for the purpose of attaining a positive employee performance. The salary scale and grade should be stated well such that employees in each job grade knows what is expected of them to move to the hire level.

Antidiscrimination policy and employee performance: The antidiscrimination policy at Hope International Organization should be taken into consideration through ensuring effective implementation for the purpose of attaining positive employee performance. The organization should be keen in providing equal opportunity to all employees.

5.4 Suggestions for Further Study

Based on the results of study, the factors affecting employee performance studied in this research only account for 72.2%, it is therefore recommended that a further study be done to find out other factors that might be affecting the employee performance.

The study focused on the effect of HR policies on humanitarian organization employee performance. Other study can be done to assess other type of organizations HR policies against employee performance.

This study being a case study, is a reflection of Hope International Organization employees believe of HR policies and its effect on their performance. Therefore, other research can be done in depth by sampling many organizations HR policies and their effect on employee performance.

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APPENDIX 1 QUESTIONER

I am a Master of Business Administration student at Africa International University. I am carrying out a study to help me in writing my research proposal, which is part of graduation requirements. I humbly request your participation which will be of paramount importance. Your participation is voluntary, and your name will not be collected. The information you provide will be strictly objective. Findings of this study will be used for academic and management purposes at Africa International University.

Please put a tick (✓) where appropriate.

Your gender: Male Female

Your Profile: Administrator Support staff Other

Your Age 25-35 36-45 46 and above

5 = Strongly Agree; 4 = I Agree; 3= Neutral; 2= Disagree; 1= Strongly Disagree

1 Employee performance

The following statements seeks to determine the relationship between The Human Resource policy and employee job satisfactions (Performance). Kindly read and put a tick (✓) on the rate that best represents your opinion.

1. Employee performance	1	2	3	4	5
1A. My responsibility in the organization is considered important					
1B. I work so hard to prove to my supervisor that I am worth his/her recognition					
1C. I have never been recognized for my productivity					
1D. I am contributing in Hope organizations goal achievement					
1E. I have never felt like my work is recognized					
1F. I don't understand why we fill appraisal					
1G. I have never been given feedback for the job well done					
1H. I have ever been promoted and got a salary increment for productivity.					
1I I am more aware about disciplinary actions than any promotion opportunities					
1J My supervisor explains what is expected of me and I am satisfied					

2. Recruitment policy

The following table seeks to determine the effect of recruitment policy on employee performance. Kindly read and put a tick (✓) on the rate that best represents your opinion.

2. Recruitment policy	1	2	3	4	5
2A. In my opinion, the organization does internal selection before searching for external applicants					
2B. I am allowed to apply for a higher position when I complete higher education					
2C. I was hired through proper recruitment process					
2D. I got the job through referees					
2E. I was called for an interview before the job offer					
2F. The panelist in the interview asked me relevant question					
2G. There was clear communication concerning the job offer and benefits					
2H. When I got the job/promoted to the higher position there was a good time of interaction with the team					
2I. In my opinion the orientation procedure was not good enough to get me used to the position.					
2J. In my opinion the recruitment policy is well stated					

3. Training and development

The following statements seek to understand your views on the effect of training and development policy on your performance (✓) on the rate that best represents your opinion.

3. Training and development	1	2	3	4	5
3A. When I was hired, I was given a proper introductory training					
3B. The organization allows me to attend various conferences to enable me to grow my skill.					
3C. There is a proper policy that enables me to further my career.					
3D. The organization partially or fully sponsors employees for various training.					
3E. When there is new technology in my position I was privileged to take time and learn on the job					
3F. When I discover other training that is related to my job, I was told to pay for it from my salary					
3G. The organization has communicated that there are plans for continuous training and development.					
3H. I was never given an opportunity to attain any training and I also don't know if there are such opportunities.					
3I. The organization communicates the available training plans and procedures.					
3J. The training and development policy is clear and I understand the available opportunities					

4. Reward policy

The following statements seek to determine the effect of reward policy on your performance. Kindly read and put a tick (✓) on the rate that best represents your opinion.

4. Reward Policy	1	2	3	4	5
4A. There is a proper salary policy and the job grades are accessible					
4B. There is a salary review periodically and I get increment if I have the required education.					
4C. When I got the job, I was given the benefit packages of the organization and I know all the benefits I am entitled too.					
4D. I don't know the benefit of being part of this organization.					
4E. In my opinion, I can claim the benefit of employees if I am in the organization.					
4F. I have never been given a promotion					
4G. I don't know if I can ask for a promotion					
4H. My organization allows me to update my CV every year and I get promoted if I added other skills.					
4I. I know the organization has a proper policy for a promotion and I also know the requirements for the promotion					
4J. In my opinion the reward policy is clear and that motivates me to work hard.					

5. Anti-discriminatory policy

The following statements seek to determine the effect of anti-discrimination policy and employee job Performance. Kindly read and put a tick (✓) on the rate that best represents your opinion.

5. Anti- discriminatory policy	1	2	3	4	5
5A. I believe that the organization gives me an equal opportunity					
5B. I don't think women are equally paid as Men					
5C. I am aware of the anti-discrimination policy in our organization and I feel protected					
5D. I don't feel protected from gender or race-based discrimination.					
5E. I was a victim of race-based discrimination by the organization					
5F. In my opinion the organization does not discriminate anyone based on their age.					
5G. I don't feel I belong here because I am from a different tribe					
5H. The majority tribe in the organization seems to be more privileged					
5I. I think there is a gender balance in the organization					
5J. I am satisfied with the anti-discrimination policy and feel protected					

ከዚህ በታች ያለው መረጃ የሰልጠና እና የእድገት ፖሊሲ በሰራተኛ ውጤታማነት ላይ ያለውን ተጽእኖ የሚያጠና ሲሆን የእርሶ መልስ የሁለቱን ግንኙነት የሚያስረዳ ነው። እባክዎ በደንብ አንብበው ትክክለኛ የሚያምኑበት ቦታ ላይ ምልክት (✓) ያኑሩ

S TM WN ±gl bq# LMMD tcEÄ¼L	1	2	3	4	5
mSP¶ b_t> ytl¶y,, SLe³¿{N A¶mê[tešì@ Ò¼luf					
mSP¶ b_t> mmp¶ ¶Y bGL: TMURT mqel lì@fLg& ADL Ys½L					
mSP¶ b_t> bGi} SÍNsR aDRÆ c TM tÚ{N ¶StM TM L					
aë^S i}N s^m½ bS TM ¶Y A¶luf Sli}n SLe³ tsEÄ¼L					
kS TM â -R yt¶¶z SLe³ b TM s_²gl b TM s_ ANDkFL Ydr-L					
mSP¶ b_t> q½Y SLe³¿{ AQD ANëIW bGL: tnGÅ³L					
y TMURT ADL tcEÄIM a¶WQM ADÄ ANëIM sM[† a [¶] WQM					
መሰሪያቤቱ ስላለው ማንኛውም ጥቅም ሁሉም እንዲያውቅ ጥረት ያደርጋል					
ስለማንኛውም እድል መረጃ ያለው ሰው ብቻ ነው ተጠቃሚ የሚሆነው					

የ}LIT ሰላላ

ከዚህ በታች ያለው መረጃ ስለ ሽልማት ፖሊሲ እና የሰራተኛ ውጤታማነት የሚያጠና ሲሆን የእርሶ መልስ የሁለቱን ግንኙነት የሚያስረዳ ይሆናል። እባክዎ በደንብ አንብበው ትክክለኛ የሚያምኑበት ቦታ ላይ ምልክት (✓) ያኑሩ

	1	2	3	4	5
mSP¶ b_t> GL: yÖn yQER dré alW					
bamT aND g^z_ ydÄZ máá¶ al					
S TM WN ±gl bq# yÖn yEQìEQM mré tsEÄ¼L					
SlmSP¶ b_t> EQM bq# mré yllIM					
bn... aml·kT ymSP¶ b_t>N EQM uflfM s TM t¼ ìGiT Y{¶L					
dÄZ XìPM ADgTM aGI[† a [¶] WQM					
kS TM ²rFD wY d-Gì... BqR Q½T Yse¼L					
ከሰራ ጋር የተያያዘ ሽልማት ሆነ ቅጣት በግልጽ መመሪያ አለው					
የሰራ ሽልማትም ሆነ ቅጣት በምን መመሪያ እንደሚሰጥ አላውቅም					
የሰው ሀይል ቢሮ በየጊዜው ስለ ፖሊሲ መረጃ ይሰጠናል					

የጸረ ማግለጫ ፖሊሲ

ከዚህ በታች ያለው መረጃ የጸረ ማግለጫ ፖሊሲ እና የሰራተኛን ውጤታማነት የሚያስረዳ ሲሆን የእርሶ መልስ የሁለቱን ግንኙነት የሚያስረዳ ይሆናል። እባክዎ በደንብ አንብበው ትክክለኛ የሚያምኑበት ቦታ ላይ ምልክት (✓) ያኑሩ

መሰሪያቤቱ እኩል የሰራ እድል እንደሰጠኝ አምናለሁ	1	2	3	4	5
ሴቶች ከወንዶች እኩል የሚከፈላቸው አይመስለኝም					
mSP¶ b_t> S [¶] IW y;r ìGI¶ ሰላላ bq# AWqT all b [¶] M yMebQ YmSl¼L					
bÄ³ wYM bzR ki@ì½ aDL¿ yMDN aYmSlIM					
bB¾...R MKN¶T aDL¿ dRÎBI ¶WšL					
kS TM ²Ldr²¿{ yì@dRSBI EšT·l lì@mktW a·L ì±wQ A{¶luf					
bB¾...R MKN¶T bz^U mSP¶ b_T WSE ì³ ¶ll aYmSlIM					
mSP¶ b_t> bB¾...R MKN¶T yì@drG MNM aYnT mDL¿ b^ÑR k²D Q½T ¶dR-L					
መሰሪያቤቱ ጾታዊ እኩልነትን ያስተምራል እንደዚሁም የወንዶችና የሴቶች ተቀጣሪዎች ተመጣጠኝ ቁጥር አለ					
መሰሪያቤቱ በጸረ ማግለጫ ፖሊሲው ሁሉንም እኩል የሚያደርግ መመሪያ መረጃ ይሰጠናል በዚህም በጣም ደስተኛ ነኝ					

APPENDIX III MAP OF ADDIS ABABA



APPENDIX IV: IERB INFORMED CONSENT FORM SAMPLE

PARTICIPANT CONSENT FORM

I am Yeshimebet Hailekiros a student at Africa International University, where I am pursuing a Master of Business Administration degree. As part of my degree requirements I am completing a research study and I would like to include you in the study. My research chair at AIU Dr. Lucy may be contacted by email at kinyualucy1@gmail.com or phone +254722807420 if you have any questions at any time.

Your written consent is required to participate so that I can confirm that you have been informed of the study and that you agree to participate. You are free to decline or discontinue your participation at any time during the study if you wish to do so. All information obtained in this study will be kept confidential; a number will be assigned to any research forms to ensure your privacy is protected. Your name or identify will not be given in any report or publication.

The purpose of the research is to understand the effect of human resource policies on employee performance. You will be asked to complete four forms answering questions about your current employment experiences. This is not an exam or a test, there is no deception in these questions, and there are no right or wrong answers, simply answer the questions as honestly as you can. The four questionnaire forms should take between 30 minutes but no longer than about 45 minutes to complete in one sitting. A demographic form including your age and other basic information will also be requested.

The outcome of the information obtained during this research will be summarized and utilized in my thesis. Participant names will not be utilized, as shown below a number will now be assigned to ensure your identity is kept confidential during and after this study is completed.

My Consent to Participate:

By signing below, I consent to participate in this study.

Signature of Participant

Today's Date

Principal Researcher

Today's Date

Participant Number to be used on all documents: _____

APPENDIX V: IERB PARTICIPANT DEBRIEF FORM

Thank you for participating in this research study. The purpose of this study is to understand the effect of human resource policies on employee performance. Your participation will help researchers gain more insight into the employment experience in Hope International Organization, Ethiopia.

Once again thank you for your participation.

Sincerely,

PI Signature

APPENDIX VI Curriculum Vitae

Objectives

Hard-working with proven organizational skills, and minute attention to detail. Seeking to apply my abilities to fill an assistant HR officer, administrative officer, customer/client relations, Program Officer and administrative role in your organization. I am a dedicated team player who can be relied upon to help your organization achieve its goals

Experience

Africa International University, Nairobi, Kenya

Administrative Assistant at the marketing department

January 2017 – March -2018

- Office administration and assisting staffs.
- Orienting students who assist in the department
- Handling customer queries face to face and via email
- Doing follow-ups via email or phone for interested applicants
- Compile a report on prospective students
- Event Organizing
- Train and coach interns
- Writing proposal on different marketing strategies.

Administrative Assistant at the registrar's office

October, 2014 – May, 2015

- Preparing transcripts for students
- Writing recommendation letters for students to be signed by registrar
- Handling customer (student) requests and queries face to face and via email
- Arranging and cataloging office paper documents
- Student record keeping

CTP Ethiopia Private Ltd. Company, Addis Ababa, Ethiopia

July, 2006 – September, 2009

Administrative Assistant

- Assist in staff recruitment process
- Attend employee's interview and prepare a report.
- Processing CAT machine sales i.e. in charge of sales of Caterpillar Machinery spare parts
- Inventory management of spare parts
- Document processing (e.g. Typing business letters and memos, compiling reports, etc....)

- Marketing products at exhibitions
- Processing income tax and submitting to government offices

Education

Africa International University, Nairobi – Kenya, Bachelors of Business Administration

- Pursuing a Master of Business Administration course (Second year), Human Resource Option
- Completed courses in;
 - Global Human Resource management
 - Human Resource Integrity Seminar. Topic for seminar paper is “Factors Affecting expatriates performance in Kenya, A case of Ethiopian expats in Nairobi”
 - Strategic HR management
 - Organizational Behavior
 - Introduction to HR Management
- Currently working on a Thesis “The Effect of Human Resource Policies on Employee Performance, A case of Hope Ethiopia Organization”
- Bachelors of Business administration (2017 Graduation) – Africa International University, Nairobi – Kenya, 3.2 GPA (Second Class Honors, Upper Division)
 - Completed all required courses for Bachelor of Business Administration.
- Diploma in Christian Ministries, 3.31 GPA

Addis Ababa Tegbareed TVET (Technical Vocational Education and Training) - 2005

- Advanced Certificate in Secretarial Science

Grace Computer Learning Center - 2005

- Certificate in Computer Application Software with concentration on Microsoft Office

Languages

- Amharic – Native Language
- English – Fluent

References

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+254722761930

E-mail: grace.itegi@africainternational.edu

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Addis Ababa, Ethiopia

Esther Nyagah, Africa International University

Mobile Tel. No. : 0721201219

E-mail: Esther.Nyagah@africainternational.edu

Nairobi, Kenya