

Assessment of Human Resource Development Practices of Oromia Cooperative Promotion Agency, Oromia Regional State, Ethiopia

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Abstract

The development of human resource is as important as managing it. This current study examines the current practices of Human Resource Development on Employees' Performance of Oromia Cooperative Promotion Agency in Oromia regional state. Descriptive survey design was adopted in this study. Both qualitative and quantitative research approaches employed. Oromia Cooperative Promotion Agency was purposively selected out of Oromia Regional State Sectors and from these selected Oromia Cooperative Promotion Agency 132 total of employees included under the study using census method and the individual respondents stratified into top level management, expertise and supportive staffs used for data collection. Data were collected from both primary and secondary sources to achieve the objectives of the study. Data analyzed using descriptive statistics through SPSS –software. The finding of the study reveals that employees promotion, salary, reward systems, refreshment and induction training were practiced and have positive influence on the human resource development in the Oromia Cooperative Promotion Agency. Whereas employees performance appraisal system, frequent feedback giving is less practiced in the Oromia Cooperative Promotion Agency. Therefore, the researcher concluded that time based, performance based and frequently giving feedback were over jumped in this selected sector. The researcher suggested that the leaders of the employees should give performance feedback and employees performance appraisal system, for their employees to bring change in the organization.

Keywords : Human Resource, Training and Development

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I. Background of the Study

An organization's success is inextricably linked to the performance of its employees. This is due to the fact that employees are an essential part of any corporation and rely on them for maximum productivity and organizational efficiency. To maintain productivity and performance, the workforce must be constantly upgraded to accommodate new technologies and processes. To meet this demand, organizations seeking to expand devote a significant portion of their resources to Human Resource Development (Arubayi et al., 2020).

Human Resource Development (HRD) has the potential to have the most impact on the organizational change process. With the premise that workers are the firm's most valuable asset, HRD as an inter-disciplinary facilitator inside the company is particularly trained and positioned to drive employee development in order to improve organizational performance and implement organizational transformation (Vince, 2014). Human resource development has several responsibilities inside the company, including change agent, administrative and employee relations specialist, and strategic partner. HRD can affect the organization in every way necessary to shape it into a truly high-performing organization by fulfilling these many roles: assisting employees in adapting to change for long-term success, improving employee knowledge for core capability enhancement, and assisting in aligning management and performance objectives. This makes HRD the most influential discipline in the organization when it comes to implementing strategy change and conducting organizational growth (Thoman & Lloyd, 2018).

HRD practice includes activities such as appraisal systems, training, career planning, organizational growth, incentives, work-life balance, and human resource information. HRD is the key to enhancing workers' skills for future job in the organization (Sthapit, 2019).

II. Statement of the Problem

The Oromia Cooperative Promotion Agency adopted the federal and regional governments' CSRP direction, plan and had executed the program since its establishment. However, there have been a general resistance to investment in HRD of employees in Agency; this is because it is believed that employees hired under a merit

system are presumed to be qualified. This can lead to decreased employees' capacity to learn and apply new skills, a decline in staff productivity, an increase in employee turnover, and poor agency performance. Various Studies have also been undertaken to investigate the relationship between HRD and employees performance and it has been found that there is still a significant gap in performing employees well (Philip, 2017). Therefore the researcher initiated to assess the practices of human resources development of the on employees' performance of the Oromia Cooperative Promotion Agency in ortomia regional state.

Specific Objective

1. To assess the existing human resource development practice in Oromia Cooperative promotion Agency in the study area.

III. Methodology and Design

Research Design

To achieve the objective of the study both descriptive surveys designs were adopted in this study. The descriptive design also used for the purpose of describing the state of human resource development practices in Oormia Cooperative Promotion Agency.

Research Approach

The approaches employed in this research were both quantitative and qualitative methods. Using multiple approaches can help the study to capitalize on the strengths of each approach.

Sample Selection Procedure and Technique

Census survey method was conducted so that each employee of the organization has a chance of being included in the study. The staffs of OCPA are few in number (132 employees) making it possible to contact each individual. As a result, the census survey technique is applicable approach to collect information from the respondents.

Source of Data and Collection Tools

To conduct the study, the data collected from both primary and secondary sources. The primary data was collected from whole employees (respondents) of the Oromia cooperative promotion Agency. The qualitative data was collected by designing semi structured interview scheduled questionnaires method using likert scale and distributing among respondents and KIIs methods using checklist guided because survey and interview methods are relatively inexpensive, well suited for simple and short questions and easier to analyse using SPSS (Punch, 1998)

The collected data analysed using through descriptive statistical tools to meet the objectives of the study like main descriptive statistical tools frequencies tables, percentage, mean value.

IV. Results and Discussions

Respondents' Degree of Agreement Related to HRD Practices in the Study Area

In addition to the demographic characteristics of the respondents, respondents were asked about the effect of HRD on employee performance. The descriptive statistics for independent variables such as training and development, induction training, refreshment training, career development, employees performance appraisal, promotion, employees motivation, working environment and job design, salary and feedback, as well as the dependent variable of employee performance were assessed. Hence, the summary statistics and weighted average for various training and development, employee performance, and career development and working environment items were assessed. Accordingly, the respondents' degrees of agreement related to relationship between HRD and employees' performance are displayed in the following Tables.

Table 4.2: Descriptive Statistics of the Respondents' Degree of Agreement Related to Training and Development Practices

Question Item	Responses					Mean
	1	2	3	4	5	
	F(%)	F(%)	F(%)	F(%)	F(%)	
Training and Development related item						
The given training for the staffs always sufficient.	8(6.1)	46(35)	46(34)	29(22)	3(2.3)	2.80
Training conducted on strategy and new reform is satisfactory.	5(3.8)	24(18)	26(20)	72(55)	5(3.8)	3.36
The given trainings were in line with the office's mission and goals and also very useful for jobs.	6(4.5)	18(14)	24(18)	76(58)	8(6.1)	3.47
Responsibility of authorities conducting the training is good.	6(4.5)	15(11)	27(20)	83(63)	1(0.8)	3.44
Stress management training was given for the employees.	11(8)	25(18)	34(3)	60(46)	2(1.5)	3.13
Duration of the given training is enough.	8(6.1)	28(21)	46(35)	45(34)	5(3.8)	3.08
Performances are enhanced from the given trainings.	8(6.1)	13(9.8)	33(25)	77(58.3)	1(0.8)	3.38
The conducted trainings in your office were plan, monitoring and evaluation result based.	8(6.1)	22(16.7)	49(37)	50(59)	3(2.3)	3.14
Induction Training related item						
The induction training given is very much important for enhancement of performances of employees.	5(3.8)	9(6.8)	25(19)	82(62)	11(8)	3.64
Induction training has influence in improving the skill and knowledge gap of the new trainers.	5(3.8)	8(6.1)	22(17)	87(65.9)	10(8)	3.67
Refreshment Training related item						
Refreshment training was given for the technical staffs.	3(2.3)	27(20.5)	29(22)	69(52.3)	4(3)	3.33
Refreshment training was given for the higher officials (leaders)	4(3)	26(19.7)	32(24.2)	66(50)	4(3)	3.30
The given refreshment training is always scheduled	8(6.1)	34(26)	47(35)	41(31)	2(1.5)	2.96
The given refreshment training is satisfactory and so important for the enhancement of employees and organizational performance	6(4.5)	20(15)	30(23)	71(53.8)	5(3.8)	3.37

Source: Computed from Data(2022)

Note: 1, Strongly Disagree, 2, Disagree 3. Undecided 4. Agree 5. Strongly Agree, Fr, Frequency, %, percentage

As shown in above table 4.2, majority of the respondents about 54(41%) disagreed and strongly disagreed about the given training for the staffs always sufficient and also about 46(35%) of respondents undecided. Only about 32(24%) of the respondents agreed and strongly agreed to the to the always sufficiency of the given training for the staffs in the Oromia cooperative promotion to enhance the employees performance. From this result one can deduce that, there is a gap in training preparation and quality of training in this selected office and this problem in turn affects the performance of the employees.

Table 4.2 above, shows the response of respondents on whether the training conducted on strategy and new reform is satisfactory. It confirms that 72(54%) and 5(4%) respondents strongly agreed and agreed that the training conducted on strategy and new reform is satisfactory. Also, the result of the study shows that 5(4%) and 24(18%) strongly disagreed and disagreed that Training conducted on strategy and new reform is satisfactory, while 26(20%) of the respondents' undecided. This result implies that majority of the respondents agreed and strongly agreed that the conducted training is satisfactory and this enhances the employees performance in the selected cooperative Promotion agency in the Oromia region, Ethiopia. This finding is harmony with the finding of Tai (2006), these HRD practices are aimed at aligning the employees to the organization and exposing them to the day to day operational skills as well as attitudes and skills only applicable within the confines of the institution.

The research result above in table 4.2 indicates that 84(64%) of the respondents agreed and strongly agreed that the given trainings were in line with the office's mission and goals and also very useful for jobs. And 24(18%) of them strongly disagreed and disagreed with this statement. while 24(18%) of the respondents were

undecided.

Seeing that the above table 4.2, greater part of the respondents 93(70%) agreed and strongly agreed that the given induction training is very much important for enhancement of performances of employees and also about 25(19%) of respondents undecided about the issue. Only about 14(11%) of respondents disagreed and strongly disagreed with the statement in the study area. From this result one can figure out that, there is a significance along with selected cooperative promotion in the study area and this in turn positively influences the performance of the cooperative Promotion Agency's employees. This finding supported with finding of Cheng and Ho (2001) established that adequate training produced marked improvements in employee communication and proficiency of performances. Similarly,

The above table 4.2 shows that, 97(73%) of the respondents agreed and strongly agreed that induction training has influence in improving the skill and knowledge gap of the new trainees. 13(9%) of them strongly disagreed and disagreed with this idea while 22(17%) reported undecided.. This result implies that induction training has positive relationship with employees' performance and can fill the knowledge gap if conducted in the organization in the study area. The finding agree with finding of Jagero et al. (2012) reported that there was a significant relationship between on-the-job training and employee performance.

As evident from table 4.2 above shows that 71(53%) and 5(4%) of the respondents agreed and strongly agreed that the given refreshment training is satisfactory and so important for the enhancement of employees and organizational performance in the study area where as, 20(15%) and 6(4%) of the respondents disagreed and strongly disagreed with the satisfactory of the given refreshment training and its impact on employees and organizational performance. Whereas 30(23%) respondents undecided. This result indicates that refreshment training is also so important for the enhancement of employees and organizational performance.

Table 4.3 : Respondents' Degree of Agreement Related to Career Development

Question Item	Responses					Mean
	1	2	3	4	5	
	F(%)	F(%)	F(%)	F(%)	F(%)	
Employees performance Appraisal						
The higher official (leaders) in your office conducts timely evaluation.	4(3)	14(10.6)	26(20)	85(64.4)	3(2)	3.52
During performance appraisals of employee method of performance appraisal followed.	4(3)	13(9.8)	29(22)	81(61.4)	5(3.8)	3.53
Performance appraisal done by your office leaders is not biased.	5(3.8)	14(10.6)	30(22.7)	78(59.1)	5(3.8)	3.48
Promotion related item						
Promotion policy is practiced in your office	6(4.5)	25(18.9)	53(40.2)	47(35.6)	1(0.8)	3.09
Review period for promotion is accurate	9(6.8)	23(17.4)	46(34.8)	52(39.4)	2(1.5)	3.11
There is no place for political and higher leaders' influence in promotion	8(6.1)	39(29.5)	39(29.5)	41(31.1)	5(3.8)	2.97

Source: Calculated from Survey Data(2022)

Note: 1, Strongly Disagree, 2, Disagree 3. Undecided 4. Agree 5. Strongly Agree, Fr, Frequency, %, percentage

Accordingly, the above table 4.3 confirms, about 85(64%) and 3(2%) of respondents opined as agreed and strongly agreed about performance appraisals of employee follows performance appraisal methods and about 26(20%) of respondent's undecided about the issue. This result is consistent with Ahmad and Bujang (2013) revealed that performance appraisal motivated individuals or a group to a higher level of personal work behaviour.

Results in table 4.3 above indicates, about 78(59%) and 5(4%) of the respondents agreed and strongly agreed with the performance appraisal done by the office leaders is not biased. Moreover, about 30(23%) of respondents opined as undecided about the performance appraisal done by the office leaders is not biased. Only the rest 5(4%) and 14(11%) of respondents disagreed and strongly disagreed with the statement. This shows significant number of respondents agreed and strongly agreed that performance appraisal done by office leaders is not biased in Oromia Cooperative Promotion Office in the study area.

Table 4.3 above, revealed that 53(40%) of respondents undecided with promotion policy is practiced in Oromia Cooperative Promotion Agency, 48 (36%) of respondents agreed, 35(15%) of respondents disagreed and 31(23.5%) of respondents strongly disagreed that promotion policy is practiced in Oromia Cooperative Promotion Agency. Overall, 56% of respondents either strongly agreed or agreed that there promotion policy is practiced in Oromia Cooperative Promotion Agency in the study area. The result also inline with Rowden and Conine (2005) also argue that this is the reason why promotion of firm culture and practices is a major focus of

this HRD exercise.

Table 4.4: Respondents Degrees of Acceptance on the Practices of Human Resource Development (HRD)

Employees Motivation related item	Responses					Mean
	1	2	3	4	5	
	F(%)	F(%)	F(%)	F(%)	F(%)	
Best performer employees are recognized by awards and rewards.	14(10.6)	14(10.6)	40(30.3)	59(44.7)	5(3.8)	3.20
Scholarship (upgrade education) chances are granted for role model employees (best performers).	13(9.8)	16(12.1)	22(16.7)	77(58.3)	4(3)	3.33
Positional promotions are given for best performer employees.	10(7.6)	14(10.6)	21(15.9)	84(63.6)	3(2.3)	3.42
Employees are satisfied with incentives given by the office based on the performance appraisal.	10(7.6)	21(15.9)	33(25)	66(50)	2(1.5)	3.22
Working Environment and Job Design						
Jobs are designed with clear and understandable standards.	4(3)	10(7.6)	14(10.6)	76(57.6)	28(21)	3.86
Accessibility of research and development discussion stage is sufficient.	9(6.8)	20(15.2)	47(36)	35(26)	21(16)	3.30
Salary related item						
Salary structure is satisfactory for all employees.	28(21.2)	73(55.3)	27(20.5)	4(3)	-	2.05
The allowances provided by your office are satisfactory.	21(15.9)	79(59.8)	26(19.7)	6(4.5)	-	2.13
Periodical increment on salary for every year is provided.	20(15.2)	80(60)	30(22.7)	2(1.5)	-	2.11
Feedback related item						
Feedback given by the respective leaders and directors are transparent and convincing.	5(3.8)	68(51.5)	41(31.1)	16(12.1)	2(1.5)	3.35
Feedback given by the respective higher leaders and team leaders are rational based.	36(427)	15(11.4)	6(4.5)	73(55.3)	2(1.5)	3.38
There is timely feedback giving practices in your office.	70(53)	21(15.9)	36(27.3)	4(3%)	1(0.8)	3.33
Feedback is used as input of improvement not punishment in your office	4(3)	6(4.5)	40(30.3)	80(60.6)	2(1.5)	3.53

Source:

Note: 1, Strongly Disagree, 2, Disagree 3. Undecided 4. Agree 5. Strongly Agree, Fr, Frequency, %, percentage

Accordingly, reward of best performer practices of staffs output seen, about 59(44%) and 5(3%) of respondents were agreed and strongly agreed about best performer employees are recognized by awards and rewards. And also about 28(21%) of respondents were strongly disagreed and disagreed with the statement whereas, 40(30%) of the respondents opined as undecided about the best performer employees are recognized by awards and rewards. This shows that there is a better practice of motivating best performer employees and this positively affects the employee performance (see table 4.4 above). This finding implies that motivating the high performers in cooperative sector is very essential to create efficient employees of the cooperative promotion Agency and it indicates that the cooperative promotion agency practice effective reward management by having established reward systems, progressive reward systems and clearly defined reward team. These finding concurs with Wambua (2011) which concluded that employees motivation affect also organizational performance.

As shown in above table 4.4, about 91(69%) the respondents strongly disagreed and disagreed that the salary structure is satisfactory for all employees in oromia cooperative promotion agency (at mean of 2.05) whereas, about 27(20%) responded undecided and the rest 4(3%) of the respondents agreed and strongly agreed with idea of salary structure is satisfactory for employees in the selected office in the study area.

Table 4.5: Descriptive statistics of the respondents' degree of agreement related to employees' performance

Employees Performance	Responses					Mean
	1	2	3	4	5	
	F(%)	F(%)	F(%)	F(%)	F(%)	
Goodwill and reputation image for the organization is build	1(0.8)	16(12.)	59(44)	56(42)	-	3.29
Given tasks are accomplished within the set standards	1(0.8)	16(12.1)	31(23.5)	83(62.9)	1(0.8)	3.51
Creativity increased in your organization is a result of human resource development practice	8(6.1)	21(15.9)	57(43.2)	46(34.8)	-	3.07
The knowledge, abilities and skills gap of the employees are fulfilled due to the implementation of human resource strategies	7(5.3)	21(15.9)	66(50)	37(28)	1(0.8)	3.03
Team spirit of employees increased in your organization	3(2.3)	10(7.6)	29(22)	87(65.9)	3(2.3)	3.58

As shown in table 4.5 above, 59(44%) of the respondents opined that undecided and 56(42%) of them agreed and strongly agreed to goodwill and reputation image for the organization is build by the employees of the organization in the study area while the remaining 17(13%)of the respondents disagreed and strongly disagreed with the issue. This finding implies that there is graet gap in employees performance in the oromia cooperative promotion agency due to less practices of HRD in the office in the study area. This finding argues with Odhiambo (2015) who reported that performance appraisal did not influence performance of teachers.

Conclusion

From the findings of the research one can concluded that the leaders of the employees should give performance feedback and employees performance appraisal system, for their employees to bring change in the organization.

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