

SCHOOL OF GRADUATE STUDIES MBA PROGRAM

THE EFFECT OF HUMAN RESOUERCE DEVELOPMENT PRACTICES AND CHALLENGES PREVAILING: IN THE CASE OF BERHAN INTERNATIONAL BANK S.C

OF ADDIS ABABA BRANCH.

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###### Table of contents Page

List of Acronyms and abbreviation………………………………………………………..

Abstract……………………………………………………………………………………..

[CHAPTER ONE 1](#_TOC_250031)

1. [INTRODUCTION 1](#_TOC_250030)
   1. [Background of the study 1](#_TOC_250029)
   2. [Background of the organization 2](#_TOC_250028)
   3. [Statement of the problem 2](#_TOC_250027)
   4. [Objective of the study 3](#_TOC_250026)
      1. [General objective 3](#_TOC_250025)
      2. Specific objective 3
   5. [Research Questions 4](#_TOC_250024)
   6. [Significance of the study 4](#_TOC_250023)
   7. [Scope of the study 5](#_TOC_250022)
   8. [Limitation of the Study 5](#_TOC_250021)
   9. [Organization of the study 5](#_TOC_250020)

Definition of key terms 6

[CHAPTER TWO 7](#_TOC_250019)

[Review of Related Literature 7](#_TOC_250018)

* 1. An overview of Human Resource Development 7
  2. Elements of Human Resource Development Practices 8
  3. Procedures of Human Resource Development Practices 9
  4. [Principles Of Human Resource Development 10](#_TOC_250017)
  5. Challenges of Human Resource Development 11
  6. [Theory of Human Resource Development 12](#_TOC_250016)
     1. [Economic Theory of Human Resource Development 13](#_TOC_250015)
     2. Psychological Theory of Human Resource Developmnt 13
  7. [Empirical Studies 13](#_TOC_250014)

[CHAPTER THREE 16](#_TOC_250013)

[METHODOLOGY 16](#_TOC_250012)

* 1. [Introduction 16](#_TOC_250011)
  2. [Research Design 17](#_TOC_250010)
  3. [Research Approach 17](#_TOC_250009)
  4. [Sources of Data 17](#_TOC_250008)
  5. [Population of the study 18](#_TOC_250007)
  6. [Sample size and sampling Technique 19](#_TOC_250006)
  7. [Data types and sources 21](#_TOC_250005)
  8. [Data collection Techniques 22](#_TOC_250004)
  9. Methods of Data Analysis 22
  10. [Ethical consideration 22](#_TOC_250003)

Work plan (Time Budget) 23

[Cost Budget 23](#_TOC_250002)

[References 24](#_TOC_250001)

[Research Questionaries 27](#_TOC_250000)

###### List of Acronyms and Abbreviations

HR Human Resource

HRD Human Resource Development BrIB Berhan International Bank

***Abstract***

Nowadays organizations operate in a complex and changing environment that greatly influences their growth and expansion. To cope up with this changing environment they need to develop their human resources. This is because the survival and growth of any organization depends on the quality of human resources. For this reasons the main objective of this study will to assess human resources development practices and challenges prevailing in the Berhan International Bank S.co. I will used in this study by using both qualitative and

quantitative method to assess the practices and challenges of human resource development practice of Berhan International Bank S.co. In order to achieve the objective of the study will use both primary and secondary data sources. The primary data will collect

through questionnaire and interview. while secondary data collect from different documents. The collected data will analyzed and interpreted using descriptive statistical tools and Qualitative technique.

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# CHAPTER ONE

###### INTRODUCTION

###### Background of the Study

According to Haslinda(2009), human resource is greatest assets for organizations because without it, everyday activities such as managing public service, communication and dealing with

customers could not be completed. This shows that the employees and the potential they possess are key drivers of the organizations success. Similarly, as noted by Haslinda (2009), in order to maximize organizational effectiveness and to ensure the employees potential, capabilities and talents must be developed and updated.

**Human Resources Development** (HRD) as a theory is a structure for the growth of human capital in an organization through the development of both the organization and the individual to

achieve performance improvement. It is the integrated use of training. organization, and career development efforts to improve individual, group and organizational effectiveness. HRD develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities. Groups within organizations use HRD to initiate and manage change. Also, HRD ensures a match between individual and organizational needs(Matthews , 2000).

According to Rao and Pareek (1981). "HRD in the organizational context is a process by which the employees of an organization are helped in a continuous planned way, to:

1. Acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles;
2. Develop their general capabilities as individuals and discover and exploit their own inner potentials for their own or organizational development purposes, and:
3. Develop an organizational culture in which supervisor-subordinate relationships, team

work and collaboration among sub-units are strong and contribute to the professional wellbeing. motivation, and pride of employees."

###### Background of the Organization

Berhan International Bank S.Co (BrlB) is one of the newly emerging Banks in the country. It was formed in accordance with Article 304 of the Commercial Code of Ethiopia with the objective of operating in the banking industry. This objective has ensured in Article 3 of the Memorandum of Association of the Company. The Bank was registered and licensed by the National Bank of Ethiopia on 27 June 2009 with an authorized capital of 300,000,000 and subscribed capital of Birr 154,736.000 divided into shares of 1000 Birr par value each. The branch network of Berhan International Bank S.Co (BrlB) currently stands ninety plus (90) (Berhane International Bank. 2009)

###### Statement of the Problem

In today's competitive world, HRD is the fundamental factor for achieving organizational objectives and becoming international discourse (Ashkezari & Aneen, 2012). This is because the growing complexity of the workforce accelerated through the dynamic impact of globalization on national economy has just the quest of HRD at the center of public policies and development strategies. According to Gebrekidan(20 II), human knowledge increasingly becomes a crucial factor for competitive success understanding factors that contribute knowledge to workplace environment are essential to every organization.

However, ineffective practice of HRD can result different problems such as reduced employees aspiration to learn and apply new skills, decrease employees productivity, low morale, higher employee turnover and low performance of organizations (Edgar & Geare, 2005). Problems in HRD systems appear when the capacity building practices are failed to accommodate the Organizational and employee's needs. Therefore, in improving organizations and employees

satisfaction is vital through upgrading the skills, knowledge and attitudinal behavior of

employees in the organizational setting is vital (Edgar & Geare, 2005).

These days many private banks, as they emerge, as witnessed by the human resource development division during the informal discussion held with the concerned experts the bank has failed to design their own human resource and development practices and face challenges associated to it. While the current legislation in place by National Bank of Ethiopia requires all banks and insurance companies to allocate a minimum of2% of their fiscal year recurrent budget

i.e. excluding the capital budget to human resource and development effective starting(

NBE,2015). Development of this resource is of absolute significance in achieving the organizational goals also to become capable of capturing the survivor position in this era of cut throat competition. HRD is considering as the key to higher productivity, better relations and greater profitability for any organization.

The pace of change and the uncertainty about how markets will evolve has made it increasingly important for companies to be aware of the HRD practices they participate in and to understand the roles that they play. The ability to continuous learn the evolving bank dynamics, coupled with competence in aligning the HRD practices to changing requirement, is one of the key sources of competitive advantage in present context. However, sometimes, despite the ability and competence. the banks fail to align their HRD practices with the fast changing requirement.

Therefore, there is a great need to research the challenges in the existing HRD practices in the banking sector.

Coming to the study areas in Berhan International Bank S.C no researches works are available in relation to the practices and challenges of HRD. Thus, the existence of such limited researches throughout the country and absence of studies in the study areas initiated the researcher to raise the issue under consideration. Therefore, study is unique because no study undertake on how the modem approaches of human resource development practices could be adopt in private banks.

Therefore, this study aim is to fill the existing gaps by assessing the practices and challenges of HRD in Berhan International Bank S.C.

###### Objective of the Study

* + - * 1. ***General Objective***

The general objective of this study is to assess the existing human resource development practices and challenges prevailing in the Berhan International Banks S.co.

* + - * 1. ***Specific Objectives***

The specific objectives of the study include:

I. To assess the current human resource development practices in the Berhan International Banks.

1. To identify the challenges encountering the practice of human resource development in the

Berhan International Banks S.co.

1. To identify the measures of the bank employ to improve human resource development practices

###### Research Questions

The rationale behind this study revolves around the following questions:

1. What will be the current human resource development practices in the Berhan International Banks S.co?

2 How does the HRD practice (need assessment, designing, implementation and evaluation) look? like in Berhan International Bank S.co?

3. What will be the challenges that impede human resource development practices in the selected Banks that need to overcome?

4 What possible measures will be take the bank employ to improve human resource development practices?

###### Significance of the Study

A study on human resource development practices and challenges is one important aspect of development research. The primary importance of the study will assist the policy formulating bodies and decision makers to give due emphasis to HRD and devise different mechanisms in order to continuously upgrade the employees expertise to improve profitability. The study areas will use it as a guideline to address problems and improve their understanding in the practices of

HRD. Finally, it will serve as a reference for further researchers for those who have an interest in relation to this area.

###### Scope of the Study

This study is meant to examine the practices and challenges of human resource development practice in the one of the private banks, Berhan International Bank S.Co. It also focus to the main branch and heads office Berhan International Banks S.co namely directors, managers, section heads, senior officers and officers selected. The rationale to give emphasis on such areas is in terms of man power they have a wider scope than others.

###### Limitation of the study

The study will specifically focus on assessing the practices and challenges of HRD in the Berhan International Banks S.co. Regardless of the fact that the study is try to do all the best to maximize its fruitfulness the study is subjected to some limitations because of its scope.

Lack financial and shortage time also put limitation of our research because requires plenty of time and require enough money.

###### Organization of the Study

The study will be divide into five chapters.

**The first chapter:** deals with the introductory issues about the research background, background of the organization, statement of the problem, research question, objectives and significance of the study, scope and limitation of the study followed by definition of terms to be used in the study, and the organization of the study for undertaking this research.

**The second chapter:** explore different related literatures to the area under study so as to better understand concepts, theories and models related to HRD practices.

**The third Chapter:** address issues related to research methodology in a bit more detail.

**The fourth chapter** deals with the analysis and discussions of major findings.

**The final part** (chapter five): deals about conclusions, recommendations and implications of the study will made. Lastly the references and appendices sections will be attached.

Definitions of Key Terms

The following definitions of terms will be used in this study are adapted from related literatures.

* **Human Resource**: refers to the talents and energies of people who are available to an Organization as potential contributors to the creation and realization of the organization's mission and vision (Matthews, 2000).
* **Development**: means improving the existing capabilities to the human resources in the Organization and helping them to acquire new capabilities required for the achievement of the firm as well as individual goals (Habib, 2012).
* **Human resource development**: it is a framework for helping employees developing their personal and organizational skills, knowledge and abilities to meet current and future job Demands (Abdulahi, 2009) ..
* **Challenges**: For this study challenges are obstacles or impediments that hinder effectiveness of Human resource development practices in the selected offices (Deb, 2010).

**CHAPTER TWO**

###### REVIEW OF RELATED LITERATURE

* 1. **An Overview of Human Resource Development**

Human Resource Development concept was first introduced by Leonard Nadler in 1969 in a conference in US. **“**He defined HRD as those learning experience which are organized, for a specific time designed about to bring the possibility of behavioral change**’’**. As Matthews et al. (2000), though the existence of automated activities in the organizations

Worldwide human resource development is a bulging issue to adapt the real experiences what aregoing on. Thus, HRD is a subject playing paramount significance at a national level and it is much more of sensitive issue that due attention should be given by both developed and developing countries to attain organizational goals through modernizing its employee skills.

According to Singh (2012), HRD implies that the energies of employees in an organization as potential contributors in tum this has a critical role for the creation and realization of the organizations visions, missions and goals.

According to McLean (2001), HRD is theorized as any process or activity either short or over the long term that helps to develop employees' work based knowledge, and satisfaction for personal, organizational and country at large. Similarly, Harris (2008) described HRD as well organized learning activity to improve organizational performance and personal growth organized by an organization. Haslinda (2009a) revealed that the purposes of HRD are said to capacitate the nature and extent of HRD activities being practiced in a given organization. Its purposes are centered on learning and performance perspective both benefiting the individual and the interests of stakeholders. In a wider sense. the purposes HRD centered on economic, social and the ethical benefits. HRD centrally focuses on training, development and learning with organizations for individual development to achieve organizational strategies and competence. With appropriate HRD program, people become more committed towards their job; people are assessed based on their performance (Deb, 20 I 0). There for HRD is considered as the key to better relations, greater profitability, and higher productivity for any organization.

Strategic HRD is driven by the organization`s goals, operates within these goals to develop human capital, and is thus a purposeful way of matching people to the organization.

The central focus should be to expand the learning capability that can help generate the knowledge base of the organization and enhance both competitive and collaborative capability (Harrisson & Kessels, 2004).

###### Elements of Human Resource Development Practice

HRD promotes dignity of employment in an organization and provides opportunities for teamwork and personal growth need for a career development. Hence, Singh (2012) found that a well-planned system is a central part of HRD in every business company. HRD elements which are important for better functioning of a given organization are the following:

Training and Development: According to Khan (2012), training involves providing the employees the knowledge and skills needed to a particular current task while development is preparing employees for future work responsibilities and help them to perform their current job. Career Development: Kebede and Smbavasima (2013) argued that no HRD function can be

acceptable to the people of any organization. if it fails to provide opportunities for individual employees to have happy career prospects. Proper career planning develops the career of every individual executive, which results in adequate growth of the career of every employee (Abdulahi. 2009).

Performance appraisal: IS an important part of HRD, which enables organizations to understand employee performance, what is expected from them, what they actually do and how

they can be updated (Boswell, 2002). Therefore, it is more than simple checklist actions whether activities are performed or not that organizations sought to review their effectiveness and make further management decisions.

###### Procedures of Human Resource Development Practice

Harris et al. (2006) identi fied HRD processes which include needs assessment and conducting evaluation and follow up.

Needs assessment: it is the first task that organization to identify human resource development necds (Charles, 2006). Since human resource development is a need-oriented effort, kind and duration of the training and development is of major importance at this stage of the process (Bhupendra. 2009).

Identify and design objectives: Once HRD needs are clearly identified, the next process is to establish objectives. An objective is a specific outcome that the employee capacity building program is intended to be achieved (Scarpello&Ledvinka, (988). Instructional method and media: The instructional method and media depend on the program content and in turn developed by human resource development need identification and established objectives (Werther& Davis, 1996). The objective is to teach specific skill, provide needed knowledge, or try to influence attitudes the content, method, and media must match with the job requirement of the organization and the learning style of the participant.

Implementation of the HRD Program: As Harris et al. (2006). HRD program is aimed at enabling organizations to achieve objectives and the program is set up after having clear-cut objectives in mind. Moreover, providing answers to questions like what skills are going to be taught, what kind of employee development is sought. what long or short term objectives are proposed will

determine the design and details of the programs (Chatterjee. I 995). Evaluation and follow-up: Is the final phase of HRD program to verify the success of the program, i.e. whether employees in the program do the jobs for which they have been prepared (Bhupendra, 2009). It is most commonly interpreted in determining the efficiency and effectiveness of a program in relation to the desired goals and objectives. HRD is doing an investment in people to update their competence (Boswell, 2002).

###### Principles of Human Resource Development

The principles stated below must be kept in mind while framing a HRD system so as to have a proper and regular development of the human resource in every organization. Development of organizational capability: according to Deb (2010), the whole the development of employees and the organization are the basis of ideal human resource development system. The competencies include overall development of the work force in all aspects, such as: technical, psychological, physical or moral development should be in an organized manner.

Potential maximization: HRD system plays an important role to identify the employees' hidden potential that enables them to be competent enough to utilize their ultimate knowledge that can help to achieve organizational objectives (Habib, 2012).

Autonomy maximization: this is the degree of independence offered to employees at work so that they could be able to handle their responsibility to some extent. A proper HRD system must provide certain level of autonomy to its employees enabling them of handling duties on their own (Singh, 20·12).

Maximum delegation: this principle implies that in an organization responsibility delegation i.e. sharing responsibilities of authorities with subordinates should be prevail to develop a cohesive and a congen ial environment (Habib, 2012).

Participative decision-making: according to (Habib, 2012) this shows that top managers should encourage the participation of their subordinates in the system of human resource development to create favorable working environment where the employees are free to discuss their issues and their suggestion should be welcome.

Change management: as to this principle though usually people resist change, it is the inevitable thing in this universe. To be tough in the competition an organization and its human resource need to be as much nexible in getting itself adapt to the changing scenario. The balance bctween

the organizational culture and the changing culture is maintained through good HRD system (Habib,2012).

###### Challenges for Human Resource Development

A critical challenge that faces human society at the start of the 20th century is to obtain full employment and sustained economic growth in the global economy. This challenge has recently become even more complex and demanding. It has been increasingly recognized that people's endowment of skills and capabilities and investment in educating and training, constitutes the key to economic and social development and facilities every bodies participation in economic and social life (Wachira et aI., 2012). The main challenges that confront the Human Resource Development function in organizations in meeting their goals are as follows;

**Building knowledge**-**creative learning** culture: According to Harrison and Kessel (2004), the effectiveness of HRD in contributing to culture change rests on its practitioners' alertness and awareness. That means, in practice for managers and other employees, and on their production of

Relevant involvements that can form part of culture's new context. To do this, they require a deep knowledge of culture and of its typical impact on workplace behaviors and performance.

**Developing managerial and leadership skill**: the basic challenge that the organizations face in meeting their desired goals. In knowledge economy managers and team leaders increasingly have to master strategizing, organizing and help to implement management development strategies to build interacting types of core competences (Harrison &Kassel, 2004).

**Upholding Cultural Values**: This will secure a stronger commitment on the part of those targeted by the development efforts than it would be the case otherwise (Habib, 2012). It is therefore essential that government administrations be careful when reviewing its development options, not to ignore the fact that the reaction of people toward its HRD plans (Wachira et aI., 2012).

**Understanding of different interests**: According to «Habib, 2012), the national HRD planning should be objective, providing means to eventually set the stage for achievement of

priorities, goals. and interests that truly make a difference as far as the fate of the country and the wellbeing of its people are concerned.

**Allocating sufficient financial resources**: Financial resources can only be available by a limited amount but the amount must be adequate to achieve the goals of HRD. Also it is essential not to waste the financial resources. It is very important to be able to continue financing HRD at all times and regardless of unstable swings in financial budget levels (Habib, 2012).

**Utilizing HR assessment technology to plan HRD**: HR assessment technologies have developed to a very advanced stage now days. It can be beneficial, therefore, to initiate a particular HRD program that serves the national HRD strategy through application of suitable HR assessment technology systems. Such systems are designed to assess the selection, appraisal and development and coaching of workers (Habib, 2012). These systems are best used in conjunction with a process whereby workers' experience, education, qualifications, competence and trainability can be assessed.

**Promoting positive work force attitudes toward HRD**: As to Wachira (2012), positive attitudes among members of the work force constitute a condition for absorbing the programs requirements; and that is important for smooth program execution. It is essential that work force members realize their personal needs for improvement, and be conceived of the direct and clear link between these needs and the designed HRD programs (Habib, 2012). National HRD programs need to be designed with recognition that members of work force attitudes toward HRD constitute an important factor for HRD success.

###### Theory of Human Resource Development

A theory is a general statement or set of related statements about reason and result, actions and reactions. The main purpose of discussing these various foundations is to acknowledge the fact that HRD should continue to develop as a discipline and the integration of economic.

Psychological theories serve as a unique theoretical foundation of HRD (Baradous, 1997).

* + 1. Economic Theory of Human Resource Development

Business traced its roots in the early stages of human civilization in one form or the other every business activity is necessarily an economic activity. To give and to take has been the two aspects over which the base of business lies. In the earlier period of time. it was carried out on individual basis, but with the passage of time it turns out in the shape of a formal and an organized structure (Randall, 1987 &Torraco, 1999). An organization is an organic entity through which business is carried out primarily for achieving economic objectives of the organization. Moreover, the economic theory holds the critical position in the evolution of the concept of HRD in context of an organization. Economics is the study of how scarce resources are optimally utilized and how these scarce resources are allocated. It consists of certain concepts

of efficiency which could help in designing a framework for ensuring maximum societal wellbeing. Thus. economics is considered to be one of the theories of human behavior (Deb, 2010).

###### Psychological Theory of Human Resource Development

From the organizational point of view psychology is concerned about the individual behavior at work. This theory asserts that the behavior and mental process of employees and their effect organizational system performance. For an organization to be effective and well-organized in the competitive edge and global scenario, it must take great care of maintaining a cohesive working Environment. This is undertaken where the working conditions are integrated with the talents and skills of the HR. The application of psychological tools to solve problems of the employees working in the organizations facilitates their integration with the organizational climate and results in enriched and enhanced performance (Deb, 20 I 0).

###### 2.7 Empirical Studies

Study survey conducted by Shefali and Thakr (2007), towards performance appraisal as tool of human resource development in few organizations.

Study has also conducted by Sambasivam (2013). with the objective of investigating the strategic orientation, practices and managers awareness towards the conccpts of HRD in Ethiopia.

Study sought to investigate and identified the HRD challenges facing the private banks.

Specifically in the Berhan International Bank S.Co .

Wachira (2012) has observed the emerging trends of human resource development practices on the basis of survey of employees working in few cooperative organizations the overall HRD climate as neither good nor bad.

The study carried by Ganesh Anjali (2007), concerned with training needs identification in public sector has identified that evaluation of training activity is very important namely in Resource deployed and inputs provided. To make training conducive, goal oriented, need based, cost effective and duly modified from time to time on the basis of evaluation procedures require critical need identification. Kumar (2007) has carried out a comprehensive research in the changing pattern of human resource development practices under globalization in one of Indian organizations.

Saraswathi (20 I 0) has undertaken a comprehensive comparative study on human resource development climate in few public organizations.

Kayani (2008) has identified the challenges of human resource development to pace with globalization based on the following

points: performance appraisal, induction in -service education, organizational difference, service

stature difference..The study made by Antwi. Analouiand Cusworth (2007), on HRD challenges facing decentralized local governments in Africa empirical study from Ghana. Decentralization and human development have become important

dimensions on Ghana"s socio-economic development particularly on its public sector reforms.

**Training and development**: a competitive success of an organization is achieved through the skills and potentials of the people that they possess (Leimbach et aI., 1998). Training will improve the employees" performance and productivity. Apart from recruiting, selecting, orienting and placing employees in jobs do not ensure success. In most cases, there may be gap between employee knowledge and skill and what the job demands that could be filled through training programs (Abdullah, 2009). Training can be given internally and externally.

**Career Development (CD):** Proper career planning also leads to career development. It develops the career of every individual executive, which results in adequate growth of the career

of every employee (Abdulahi, 2009). Career development focuses on the alignment of individual subjective career aspects and the more objective career aspects of the organization in order to achieve the best fit between individual and organizational needs as well as personal characteristics and career roles.

**Organizational development** : involves tasks that should be attended to both organizational variables (such as: structure and systems) and employees variables (such as: competence, skills and attitudes) (Sundararajam .2009)

**Performance appraisal (PA):** it provides tools for acknowledging good performance, identifying areas in need of improvement and providing guidelines to justify management decisions (Akuoko&Baffoe, 2012). Therefore, PA is more than simple checklist actions whether activities are performed or not that organizations sought to review their effectiveness and make further management decisions.

**Compensation and Compensation**; it includes expenses such as bonuses, profit sharing, overtime and rewards that includes monetary and non-monetary rewards such as house rent and car facility against hired services of employees (Wright, Gardner, and Moynihan, 2003).

**CHAPTER THREE**

**METHODOLOGY**

###### Introduction

This chapter presents the methodology that will be used in conducting this research. It includes research design, research approach, sources of data, data collection techniques, sample design including Population, Sampling technique and sample size, Method of data analysis, ethical consideration will be discussed very well.

###### Research Design

A survey research design will be employed in this study by using both qualitative and quantitative method to assess the practices and challenges of human resource development practice of Behan International Bank s.co. In this research information will be collected through a self- administered questionnaire which is delivered in person to the respondents. The rationale for selecting these types of research designs is to properly analyze and interpret data through triangulation and reach at finding with adequate and accurate information(Creswell, 2003).

###### 3.3. Research Approach

In order to achieve the objective of this study, I will apply both quantitative and qualitative research approaches. Qualitative approach is concerned with subjective assessment of attitudes and opinions. On the other hand, quantitative approaches involve in the generalization of data in quantitative from which can be subject *to* rigorous quantitative analysis. The reason for using qualitative research approach in this study is that it's more open to change and refinement of research ideas as the study progress or because it is highly flexible.

###### Sources of Data

Both primary and secondary source of data will be used for the study. The primary data will be obtain from selected employees of bank through questionnaire and interview. The advantage of using primary data is that they are more reliable since they come from the original sources. The secondary data will be collect from annual reports of bank and unpublished document.

* 1. Population of the study

For a given research population is the full universe of people or things from which the sample is selected, population can be any complete group of people, companies, hospitals, stores, college students or the like that share some set of common characteristics and some homogeneity . For the purposes of this study, the population is employees of Berhan bank Head office working currently in any position.

As report of July 12,2022 Berhan bank has a total of 400 employees working in head office. Therefore, the total population size of this research will be 400 employee

.

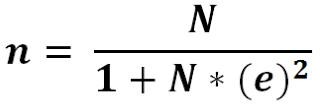
###### 3.6. Sample Size and Sampling Technique

The study used simple random sampling technique to select employees. Simple random sampling is a form of respondents’ selection which is done in order to avoid bias (Mugenda and Mugenda, 2003). As levy & Lemeshow, (2008) explain simple random sampling is a probability sampling technique in which a random selection is made of the first element for the sample, and then subsequent samples or elements are sele cted using a fixed of systematic interval until the desired sample size is reached in the study.

There are several methods to determine sample size. To determine an accurate representative sample the researcher chooses the Tara Yamane’s formula. The Taro Yamane method for sample size calculation was formulated by the statistician in 1967. Given the total population number was known yamane’s (1967) formula used to calculate a sample size which could accurately represent the total of 209 employees in head office and

A.A city branches.

A 95% confidence level and p=0.5 are assumed for this equastion.



Where: n= The sample size

N=The population size

E= The acceptable sampling error

The population size of the study is 209 and the acceptable sampling error determined to be 5%(0.05) and by using the above formula, the sample size will be 137.

n=400/1+400\*(0.05)^2 n=200

##### Data Types and Sources

For this research I will use both qualitative and quantitative data types. Since, using both types of data is vital to offset the limitations inherent with one method with the strength of other method (Creswell, 2003). The study will use both primary and secondary data sources to get consolidated data so as to reach on concrete findings. The primary sources of data will be collected from the respondents currently working in their respective sector office through

questionnaire. As part of primary sources data will be also obtained from key informants and discussants through interview and focus group discussion respectively. To supplement the primary data Secondary

Sources will be collected through extensive review of published and unpublished documents.

##### Data Collection Techniques

This study will be carried out using the questionnaires distributed to the selected respondents (Officers including managers) and interview held with directors of different department in Berhan International Bank. Questionnaires are made up of both open ended and closed ended types of questionnaire.

###### Method of Data Analysis

Depending on the types of basic questions and nature of the data, descriptive method of data analysis (descriptive statics) such as frequencies and percentage will be used. Quantitative data generated through questionnaires will be analyzed using MS-Excel. The data obtained through

I open ended items and in the questionnaires, interviews and observation will be analyzedqualitatively, which is used to strengthen the analyzed result obtained through statisticalanalysis. The data will presented with the help of figures and tables, followed by

a narrative discussion to help the reader understand the data in the proper perspectives relate to the findings.

###### 3. 10 Ethical Consideration

The purpose of the study will explained to the study subjects (both respondents and key informants). In addition, confidentiality and privacy are ensured by not write name on the questionnaire and assuring that the information given by each respondent be keep confidential.

**WORK PLAN (TIME BUDGET**)

The study is expected to be completed within table table explain each of the important phase of the research as follows.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | Time Required (Month) | | | | | |
| S/NO | List of activities | May | June | July | August | September | October |
| 1 | Thesis title submission | Xx |  |  |  |  |  |
| 2 | Thesis title selection, approval | Xx |  |  |  |  |  |
| 3 | Submitting the final draft of research proposal |  | Xx | **Xx** |  |  |  |
| 4 | Instrument development and data collection data collection |  |  | Xx | Xx |  |  |
| 5 | Data processing and analysis |  |  |  | Xx | Xx |  |
| 6 | Submission of final draft |  |  |  |  | Xx |  |
| 7 | Thesis defense |  |  |  |  |  | Xx |

## COST BUDGET

A table that shows the expected costs to be incurred for the accomplishment of each activity is presented below.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Budget Heading** | **Unit** | **Quantity** | **Cost** | **Total Cost**(**Birr**) |
| Researcher | Person | 01 | **-** | **-** |
| Data Collector | Person | 01 | **-** | **-** |
|  | | | | |
| **Stationary and Equipment** | | | | |
| Photo Copy Paper | Ream | 1 | 500 | 500 |
| Pen | Pcs | 1 | 300 | 300 |
| Flash Disk | Pcs | 1 | 400 | 400 |
| Miscellaneous | Birr |  | 2000 | 2000 |
| **Sub**-**Total** | | | |  |
| Contingency | 10% | | | 320 |
| **GRAND TOTAL** | | | | 3520 |

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### RESEARCH QUESTIONARIES

CPU Business and Information Technology College

### School of Graduate Studies MBA Program

#### Survey Questionnaire To Be Filled By Employees Dear Respondent

This is conducted in partial fulfillment of the requirements for EMBA in CPU. I am distributing

These questionnaires to accomplish my thesis on “Human Resource Development Practices and challenges

In private bank: of Behan International S.co”. The information you give will be used only to achieve the objectives of this study.

#### General Instructions

* No need of write your name
* In all cases where answer options are available please tick( )
* For scale typed questions please circle your preferred level agreement



Thank you in advance for your honest cooperation……

**Yewubnesh Getachew Mob**: +**2519**-**22-16-69-87**

Part 1: Demographic Information

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1 Sex | Male----- | Female----- | |  |
| 2 Age | 18-20----- | 21-30------ | | 31 and above------ |
| 3 Education status: Diploma and Below----- | | | Degree-------- | Masters and above ------- |
| 4 Work experience (in years): 1 and below------ | | | 2-6---------- | 7 and above--------- |

Part 2: Please state your level of opinion for each given statement using the following scales.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Statements** | **Strongly agree** | **Agree** | **Neutral** | **Disagree** | **Strongly disagree** |
| **A** | **Performance appraisal** |  |  |  |  |  |
| 1 | Our organization has no good performance appraisal systems |  |  |  |  |  |
| 2 | Assessment where the employees are assigned |  |  |  |  |  |
| 3 | Acknowledgment for good performances |  |  |  |  |  |
| **B** | **HR Training and Development** |  |  |  |  |  |
| 4 | Our organization has good training and development programs |  |  |  |  |  |
| 5 | Our organization assesses employee training needs |  |  |  |  |  |
| 6 | Evaluating training efforts |  |  |  |  |  |
| C | Career planning and development |  |  |  |  |  |
| 7 | The institution has good career planning and development |  |  |  |  |  |
| 8 | The organization integrates HRD with organizational Objectives |  |  |  |  |  |
| **D** | **Organizational development** |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 9 | Good credibility and fairness of top management |  |  |  |  |  |
| 10 | Good culture of openness |  |  |  |  |  |
| **E** | **Compensation and Reward** |  |  |  |  |  |
| 11 | I feel compensation package should be linked with performance of employee |  |  |  |  |  |
| 12 | Employee benefit plan are one of the important reason for working in the college |  |  |  |  |  |
| **F** | **Challenges of human resource development** |  |  |  |  |  |
| 13 | Developing comprehensive HRD strategies |  |  |  |  |  |
| 14 | Creating managerial and leadership capacity |  |  |  |  |  |
| 15 | Utilizing HR assessment technology to plan HRD |  |  |  |  |  |
| 16 | Promoting positive workforce attitudes towards HRD |  |  |  |  |  |
| 17 | Lack enforcement and accountability |  |  |  |  |  |
| 18 | Paying attention to professional development |  |  |  |  |  |
| 19 | Give your opinion on the overall attitude on how human  resource development practices improve in Berhan International Bank S.C? |  |  |  |  |  |

#### Questions for Interview

1. What is your understanding about the concepts of HRD?
2. How do you think the practice of HRD in terms of training and development, career development? Organizational development and performance
3. How HRD programs integrate both institutional and employee`s needs?
4. Do you think the institution is a good place for growth and development of all employees? If your Answer is “NO”. why?
5. To what extent do managers at all levels in the institution have appropriate skills in general managerial principles, communications, group dynamics and team building?
6. How do you evaluate HRD administration in terms of need assessment, design and identify objectives, implementation and evaluation?
7. What strategies can be used to overcome the challenges of HRD?
8. What are challenges in practicing HRD in your institution?

Thank you for your cooperation…….

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