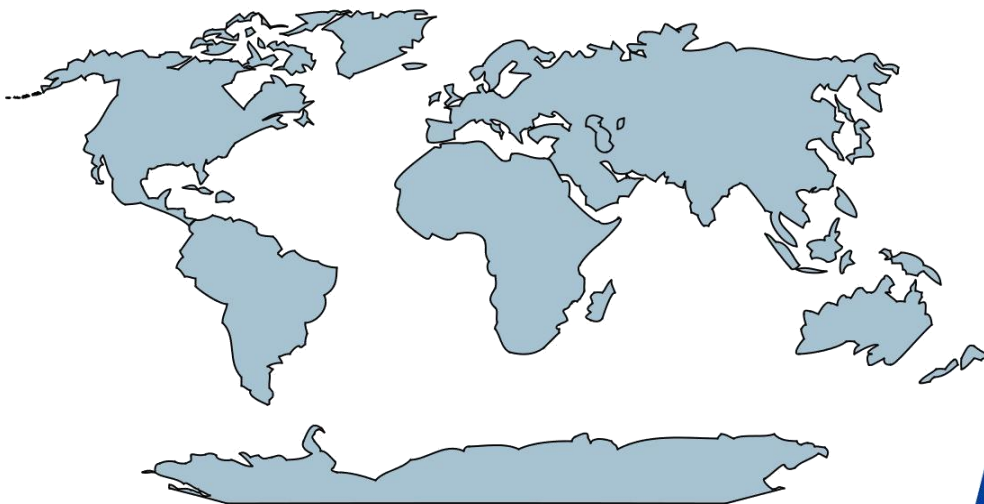


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Signature:

CONTENTS

Research Papers

**THE IMPACT OF POPULATION GROWTH ON FOOD SECURITY; CASE STUDY FROM
TEHULEDERE WOREDA, NORTHERN ETHIOPIA** 1 – 9

Mohammed Yimer

**SELECTED DEMOGRAPHIC CHARACTERISTICS AND EMPLOYEES' JOB SATISFACTION IN
GOVERNMENT ORGANIZATION: DANGIA, ETHIOPIA** 10 – 18

Asrat Dagneu and Aster Asrat

HR MANAGEMENT IN 21ST CENTURY: CHALLENGES FOR THE FUTURE 19 - 23

Nisha Tomar

**THE IMPACT OF POPULATION GROWTH ON FOOD SECURITY; CASE STUDY FROM
TEHULEDERE WOREDA, NORTHERN ETHIOPIA**

Mohammed Yimer

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ABSTRACT

The study shed light to examine the nexus between food security and population growth in Tehuledere woreda induced by high fertility rate. Population increase by itself reduces landholdings further and puts stress on an already fragile natural resource base. Data were gathered from a randomly selected 201 sample respondents. Using significance test for correlation (t) and coefficient of correlation r, and chi square test, the result indicated that despite the various factors affecting the food security of the study area, steady population growth has a positive strong relationship with the food insecurity of the study area. The study further revealed that family planning services and related investments on women are almost none existent. Interlinked with this, lack of rainfall, lack of oxen, level of education, are found to be the critical related constraints contributed to the food insecurity profile of the area.

Keywords: Food Security, Population Growth, Environmental Degradation, Family Planning, Tehuledere woreda

1. INTRODUCTION

Population growth in Sub-Saharan African nations will continue to contribute to environmental degradation especially in situations where land holdings have become smaller and smaller. Africa is the only region in which levels of hunger increased in recent decades (Sanchez et. al 2005). Sub-Saharan African countries, Ethiopia in particular, face a number of challenges that increase their vulnerability to the causes and consequences of food insecurity. FAO defines food security as: "When all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life (FAO, 2010). Not surprisingly, African countries have collectively made the least progress towards achieving the Millennium Development Goal of reducing hunger by half by 2015 (Clemens, Kenny, and Moss 2007). In the situation of positive changes such as declines in fertility, improved access to safe and nutritious food, increasing education, and land reform, population growth may not be a significant problem for food security. Therefore, high fertility increases poverty, which is further related to a degradation of the land by placing pressures on agricultural production. These pressures then result in a growth of the population victimized by a food insecure situation. The highest fertility rates in the world are primarily to be found in Africa (Population Division ESA/UN 2011). Ethiopia, the second populous country in Africa, interlinked with natural hazards, suffers most in terms of food security.

2. STATEMENT OF THE PROBLEM

Population growth will greatly increase the amount of food needed to adequately feed sub-Saharan Africa's people. The same is true for the peoples of Ethiopia. In the study area, Tehudere woreda, almost 70% of the farm households are food insecure (Yimer, 2015). The population fertility rate plus other chronic factors (lack of adequate rainfall, lack of oxen, lack of fertilizer, lack of seed, the terrain nature of the land feature, land degradation, and others) deteriorated the attempt of the people to achieve food security. Although such problems are evident in the woreda, family planning services are not welcomed by the society. These investments would reduce high-risk births that result in infant and maternal deaths. Smaller, healthier families also demand less from education, health, and other services, including agricultural extension. Unfortunately, family planning programs remain underfunded and do not meet current needs, much less future needs, and support for population policies and family planning programs is often isolated in the health sector. Slowing population growth through voluntary family planning programs demands stronger support from a variety of development sectors, including finance, agriculture, water, and the environment.

3. OBJECTIVES OF THE STUDY

1. To examine the linkage between food security and population fertility rate in the context of Tehuledere woreda, Northern Ethiopia
2. To assess the consequences of population growth on the environment in the study area

4. DIMENSIONS OF FOOD SECURITY

Food insecurity is usually divided into categories of the chronic and acute. Chronic food insecurity is commonly perceived as a result of overwhelming poverty indicated by a lack of assets. Acute food insecurity is viewed as

more of a transitory phenomenon related to man-made, and unusual shocks, such as drought, which is more prevalent in Ethiopia these days and requires calls from the international community. While the chronically food insecure population may experience food deficits relative to need in any given year, irrespective of the impact of shocks, the acutely food insecure are assumed to require short term assistance to help them cope with unusual circumstances that impact temporarily on their livelihoods.

4.1 Issues worth considering Food Security and population growth

Studies by (Conway and Toenneissen 2003; Gilland 2002; Alexandratos 2005), cited by (Kevin and Zubri, 2012) examined that conceptual links between population growth and food security are further reinforced by studies examining the ability of food production systems to keep pace with long-term demographic changes in the developing world. One such study suggests that, despite expected increases in food production in Africa, rapid population growth will lead to notable increases in the size of its population living in food insecurity (Conway and Toenneissen 2003). Similar links are found in policy recommendations that target population growth reduction as a cornerstone for developing interventions for improving food security outcomes in Africa (Jarosz 2011). However, the relationship between population and food security is likely to present a more complex policy challenge for efforts to improve sub-Saharan Africa's food security disadvantage relative to other regions.

It is clear that in order to strengthen food security and address disparities in nutritional levels, a massive increase in food production is needed in and around the study area, both South and North wollo zones, combined with appropriate policies of implementing family planning. But whatever the policy context, the goal of achieving food security will be made more difficult if population growth rates cannot be reduced. When we see the average total fertility rate of the least developed countries (LDCs) is estimated at 5.1 children per woman in the period 2000-2005, i.e. much higher than the average 2.9 children per woman for the developing regions as a whole (United Nations, 2003). Among the LDCs, seven countries of which six are in Sub-Saharan Africa have currently a total fertility rate exceeding seven children per woman, indicating that the demographic transition has not started. As observing this trend at the national level is quite necessary, the Ethiopian experience, particularly in Wollo district, the issue is getting worse. Child fertility continues to grow alarmingly vis-a-vis the long and unchanged history of chronic shortage of food. The evidence obtained from the questionnaire survey indicates that a huge number of women in the developing world want to avoid pregnancy but lack modern contraception. Increasing access to voluntary family planning would improve women's and children's health. It would also allow couples to plan and space childbearing, enhancing their ability to provide enough food for their families. Investments in family planning and reproductive health can improve families' well-being at the household level, while helping to slow population growth in areas most affected by food insecurity.

Therefore, the country in general and the district in particular should urgently look the ways to reduce its population growth and boost its food production. The UN advice to countries in such a challenge is that much can be achieved through policies which reduce unwanted births, enhance women's education, increase life expectancy, and reduce the demand of households for child labour (FAO/UNFPA, 1996).

4.2 The Nexus between Population Growth and Food Security in Ethiopia

Most of the countries with the highest numbers of people facing food insecurity also have high fertility rates and rapid population growth. This increases the challenge of adequately meeting nutritional needs. Sub-Saharan Africa has the highest population growth rate in the world. By 2050, even if fertility rates decline, the population of the region is projected to more than double. This area also holds the largest proportion of food-insecure people, with one in four people undernourished (UNPD, 2009). The region also has the lowest agricultural productivity in the world and the highest percentage of people living in poverty (World Bank, 2007).

Although, poverty, food insecurity and land/natural resource degradation are crucial and persistent interlinked problems facing Ethiopia and other Sub-Saharan African countries now and in-near future, food insecurity is a chronic problem for about five million population of Ethiopia. The most recent food crisis is that which occurred in 2015/16, from which the country is not yet out. About 8 million Ethiopians were in need of urgent food aid. In fact, this problem is largely caused by a weather condition change, named *Elnino* phenomena in Ethiopia and other countries, the resilient capacity of the Ethiopian people has not found to be satisfactory. Food production in Ethiopia, especially in the study district of Wollo largely depends on small croplands and rain, which are under strain as human populations increase. Pressure on limited land resources, driven in part by population growth, can mean expansion of cropland. This often involves destruction of vital forest resources or overexploitation of arable land and result in the subsequent environmental degradation.

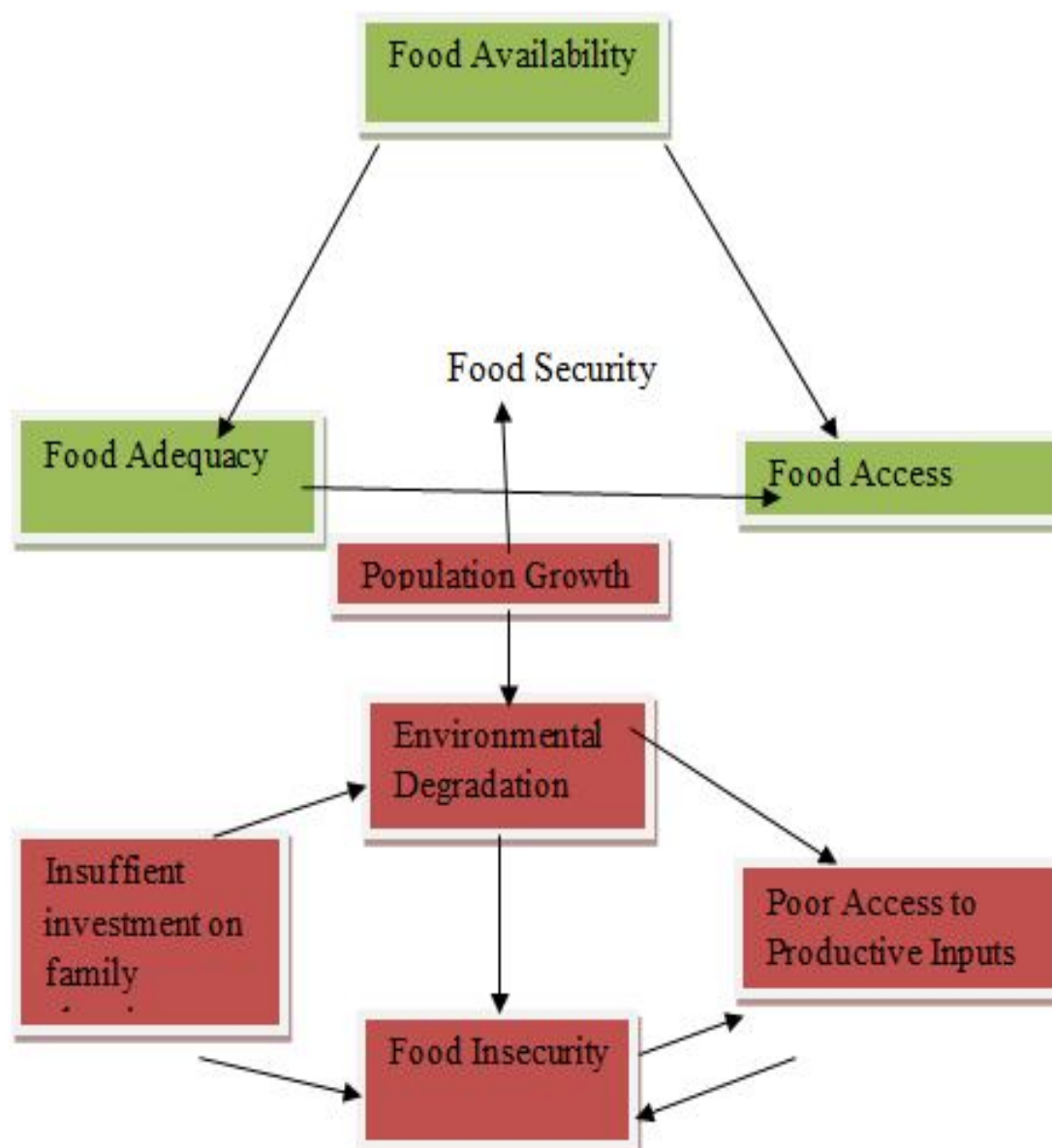


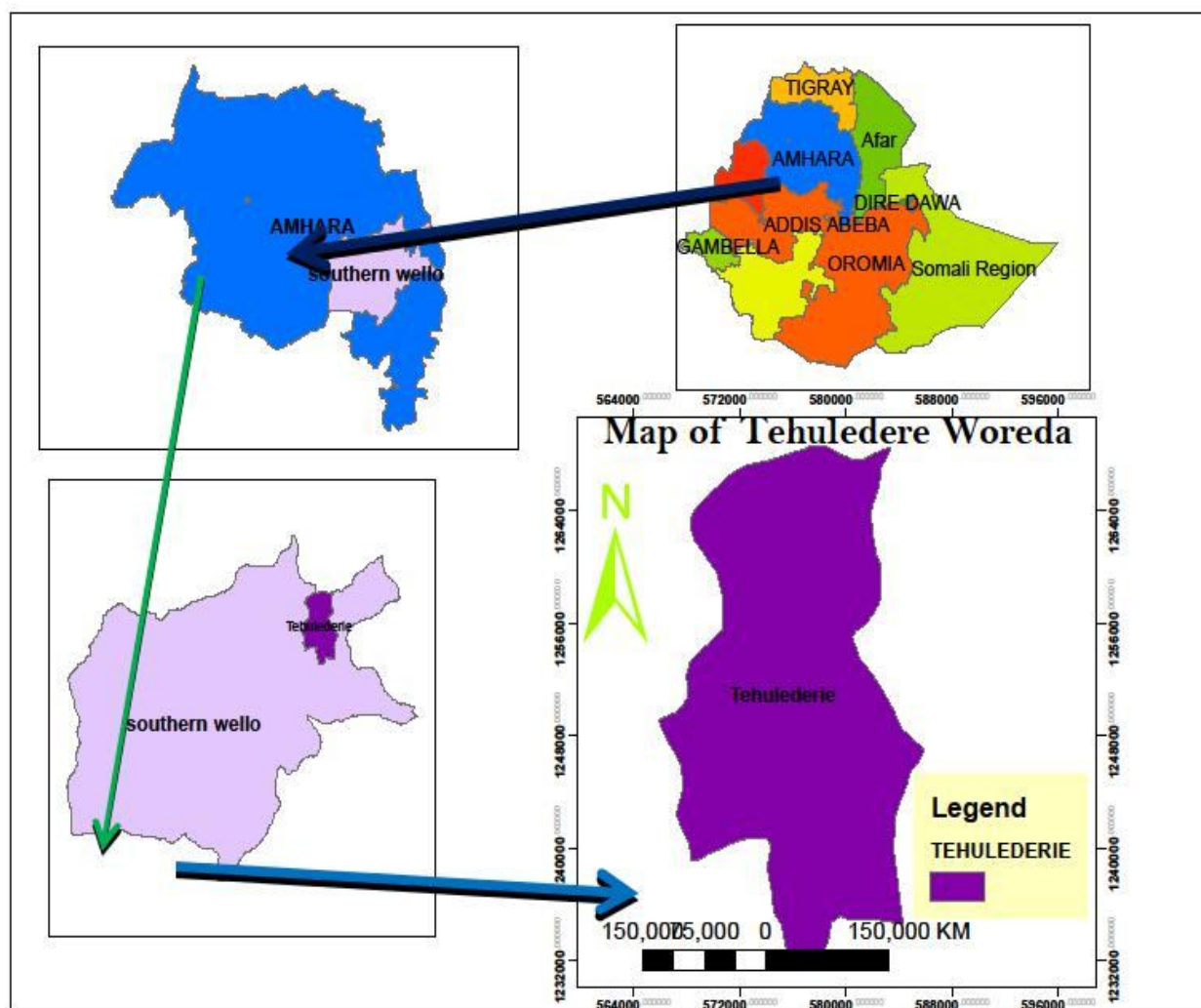
Fig-1: Conceptual Framework

5. METHODOLOGY

5.1 Description of the study area

Tehuledere Woreda is one of the twenty two districts of South Wollo in the Amhara National Regional State. The Woreda is located at a distance of 430 km from Addis Ababa on the main road to Mekele. It shares immediate borders in the North with Ambassel Woreda, in the South with Dessie Zuria Woreda, in the East with Worebabo Woreda and in the west with Kutaber and Ambassel Woreda. The capital city of the Woreda, called Haik is located at a distance of 30km from Dessie. The Woreda has a total area of 44,030 hectares and subdivided into nineteen rural and five small urban kebeles. It has different Agroecological Zone varies from Dega to Kolla. Dega covers 13% Woyina Dega 72% and Kolla 15%. Its average annual rain fall is 1030 mm and has average temperature of 21oc per annum. According to the recent Woreda population report, 152891 is the total population of the Woreda. The total number of agricultural households is 25380, of the total rural households, 20884 are male and 4496 are female households. Out of the total land cover, 15937 ha are used for crop production, 736 ha for grazing, 14308 ha forest and bush land, 3800ha water body and 1000 ha is wasteland. The average land holding per household is estimated as 0.5ha. Altitude of the Woreda ranges from 1488-2900 m.a.s.l. The Woreda has two rainy seasons, one is the short rainy season known as “Belg” from February to end of May and the main rainy season or long rainy season known as “Meher” from July to end of December. Using this Agro-ecology and soil situation farmers are growing a variety of crops. Such as teff, sorghum, wheat, maize barely beans etc. It is during this Belg season that unreliable rainfall creates situations of food insecurity. Livestock production continues to be the major economic activity and is still the status symbol for farmers in Tehuledere Woreda.

The following image represents the map of the study area.



Source: Extracted from GIS

5.2 Data source

In this research both primary and secondary data sources were used. The rural local community, the agriculture and rural development office of the Woreda, kebeles and Woreda administrators were the primary source and their reflection, opinion considered as primary data.

5.3 Data gathering instruments

The researcher used interview schedule (a combination of open-ended and close-ended), interview and focus group discussion to collect the primary data. The sources of the secondary data include all important professional published and unpublished literature, which include books, research, journals, articles, discussion papers, reports and other electronic sources.

5.4 Respondents and Sampling Techniques

The participants of this study included the local rural people of the selected kebeles, and concerned officials in the Woreda. Due to time and financial constraints, the researcher took 193 sample respondents using Yemane formula by taking the precision level (0.07). To this study the researcher selected the sample kebeles from all agro-ecological zones of the Woreda. In order to achieve this purpose, the researcher selected three kebeles from “Kolla”, “Wina-Dega” and “Dega” agro-ecological zones. Kebele (08) Amumo from “Kolla”, Kebele (09) Kundi Meda from “Wina-Dega” and Kebele (07) Messal from “Dega” were selected on the basis of frequent vulnerability of the kebeles by flood and drought for the last three years in the Woreda. All the kebeles were selected purposively from different agro ecological zones; and this enabled the researcher to get the data or the opinion of subjects from all agro ecological zones of the Woreda. The researcher has kindly requested the respective kebeles’ administrators to get the total number of household leaders (family leaders) of each kebeles. The sample size of each Kebele was determined by using simple random sampling method in the following way.

5.5 Sample size

There are several methods for determining a sample size. For this purpose the researcher applied a simple formula from Yamane (Yemane 1967) to determine the sample size. This formula could be used to determine the minimal sample size for a given population size.

$$n = N / (1 + N(e)^2) \dots\dots\dots (Yamane Taro, 1967)$$

Where

N=Total population of all sample kebeles

e=Level of precision

n = sample size Source: Yamane, Taro. 1967

Thus, $n = 4057 / (1 + 4057(0.07)^2) = 193$

❖ Therefore, sample size=193. However, additional 8 individuals were randomly added, and the total sample size taken is 201.

S.No.	Kebeles	No. of households(N)	Sample Size(n)
1.	Amumo(08)	1,224	58
2.	Kundi -Meda (09)	1,531	73
3.	Messal(07)	1,302	62
	Total	4,057	193

Source: Author's Own Survey, Tehuledere Woreda, 2016.

Methods of Data Analysis

The quantitative data gathered through a structured questionnaire was analyzed using Mean, Standard Deviation, and correlation coefficient **r**, and significance test for correlation **t**. The qualitative data gathered through interview, however, was analyzed using transcription and direct interpretation of the data.

Data Presentation, Discussion and Analysis

Demographic Characteristics

Educational Status	Freq	Percentage
Illiterate	162	80.5
Below Grade 6	31	15.4
Grade 12 completed	8	4.1
Diploma and above	0	0
Total	201	100%

Source: Author's Own Survey, Tehuledere Woreda, 2016.

As one can see from the table above, about 162(80.5%) of the sample are not educated, followed by 31(15.4%) respondents educated up to grade six, while there is no any farmer with diploma and above. The mean value of the data is 40.2 and the SD is 87.4. It implies that this illiteracy might have been contributed much to the low utilization of family planning in the area.

No of Family

No. of family	Freq.	Percentage
1-3	13	6.5
4-6	65	32.5
7 and above	123	62
Total	201	100%

Source: Author's Own Survey, Tehuledere Woreda, 2016.

The significant proportion of sample respondents 123(62%) response inform us that the number of families is found to be 7 and above, while 65(32.5%) indicated that they have 4 up to six family size. Only, 13(6.5%) of the respondents replied that they have a family size of up to three. Thus, it indicates that fertility rate is high and it contributes for the density of population and population growth of the area, which exacerbates the food insecurity status of the residents of the area. A research conducted by Beyene and Muche(2010) has found that household size has a negative significant (at $p < 5\%$) influence on household food security. They added that family planning policies that will have an impact in reducing household size will increase the probability of a household to be food secure.

Age of the House Hold

Age status	Freq.	percentage
Below 30	21	10.4
31-40	134	66.6
41-50	37	18
51 and above	11	5.0
Total	201	100%

Source: Author's Own Survey, Tehuledere Woreda, 2016.

Concerning the age status of the sample respondents, 134(66.6%) appears to be in the range of 30 up to 40. Other majority 37(18%) are with in 41 and 50, 11(5%) and 21(10.4%) rate 51 and above and below the age of 30 respectively. Generally seen, the population is at its adult stage. Other studies on the same area indicated that there is a positive relationship with household food security. The possible explanation for such positive association is that an older household head devotes his/her time on farming activities compared to young farmers. Young people spend much time in towns and prefer urban life than the rural for a number of reasons. Moreover, as age increases, one can acquire more knowledge and experience becoming effective in exploiting these experiences (Baye and Muche, 2010).

Grain Produced in the last two years in average

Prod. In Quintal	Freq.	Percentage
Below 3	60	30
4-6	120	59.7
7-9	9	4.3
10 and above	2	1
Total	201	100%

Source: Author's Own Survey, Tehuledere Woreda, 2016.

The crop production condition, as observed from the data above, is generally low. Among the total sample respondents, 60(30%) responded that they produce below three quintal of crop in average. While about 120(59.7%) responded that they produce 4-6 quintal of crop in average while 9(4.3%) of the respondents replied that they produce 7-9 quintal of crop, only two respondents replied they produce 10 quintal and above. Those individuals relatively with large family size responded in the open ended questionnaire part that, they encounter a challenge to feed their family even half of the year.

Rain Availability: How do you rate the availability of the rain in the last three years

Response	Freq.	Percentage
Frequently	2	1
Sometimes	153	76
Rarely	38	19
No at all	8	4
Total	201	100%

Source: Author's Own Survey, Tehuledere Woreda, 2016.

The table above indicates that the significant majority of the sample respondents 153 (76%) replied that the rainfall is occurred sometimes in the past consecutive three years. They also stated in the open ended discussions that this unreliable rainfall is creating uncertainties to sow their seeds during their belg season. There were a number of situations in which the farmers sow their seeds which ended with a failure due to absence of the rain consecutively. The second majority which constitutes 38(19%) responded that the rainfall in the area occurs rarely. The rest 8(4%) samples indicated that no rain at all in the area. The mean of the data is 40.2 and the SD is 76. This indicates that there is a variation in the respondents' response. Thus, coupled with the interview response of the woreda officials and that of official reports, its sound to conclude there is no sufficient rainfall in Tehuledere woreda.

Average Feeding Capacity of the households in the past three years

Response	Freq	Percentage
Once	0	0
Twice	158	79
Three times	43	21
Total	201	100%

Source: Author's Own Survey, Tehuledere Woreda, 2016.

The data above indicates that the feeding capacity of the people is twice a day 158(79%), which is below an average, i.e three times a day. Only 43(21%) responded that they can afford to feed their families three times per a day. The mean of the data is 40.2 and the SD=77.5. The interview result indicated that the immediate solution to cope up with the problem is in the form of food aid. It is also noted that there emergency food aid trend in almost every year. Even the existing literature on the food security status of the area indicated that the area appears to be food in secured.

How many oxen do you have?

No. of Oxen	Freq.	Percentage
No Ox at all	19	9.4
1 ox	152	75.6
2 oxen	27	13.4
3 and above	3	1.6
Total	201	100%

Source: Author's Own Survey, Tehuledere Woreda, 2016.

As shown from the table above, the overwhelming populations (75.6%) have only one ox, followed by 13.4% of the respondents with two oxen. Those who have no ox and those who have three and above oxen account 9.4% and 1.6% respectively. The standard deviation of the sample populations $(x-\bar{x})^2/n-1 = (19-40.2)^2 + (152-40.2)^2 + (27-40.2)^2 + (3-40.2)^2 / 193-1 = 75.5$, indicating that it deviates from the mean score which is 40.2.

Now to examine the effect of family size (fertility rate in this case) on the feeding capacity of the sample households, let us divide the sample populations in to two groups, one is control and the other is treated. The differences were clearly observed between those of the farm house hold with small family size and those of large family size. Those of the later have been less resilient to extreme shocks than the former ones under similar conditions in terms of farm land holdings.

S.No.	Y	X	YX	Y ²	X ²
1	19	0	0	361	0
2.	152	158	24016	23104	24964
3.	27	43	1161	729	1849
4.	3	0	0	9	0
	$\Sigma=201$	$\Sigma=201$	$\Sigma=25,177$	$\Sigma=24,203$	$\Sigma=26,813$

Now we use the correlation coefficient test formula to see the association.

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{[n(\sum x^2) - (\sum x)^2][n(\sum y^2) - (\sum y)^2]}}$$

$$= \frac{201(25,177) - (201)(201)}{\sqrt{[201(201)2 - (201^2)][201(26,813) - (24,203)^2]}}$$

$$5060577 - 40401 / \sqrt{-4.689714e+15}$$

$$0.786$$

Since the value of r is equals to 0.786, this indicates that there is a strong direct correlation between population growth and the feeding capacity of the sample house holds.

Now let us calculate the value of significance test for correlation t.

• Hypotheses

$H_0: \rho = 0$ (no correlation)

$H_A: \rho \neq 0$ (correlation exists),

Test statistic

$$t = \frac{r}{\sqrt{\frac{1-r^2}{n-2}}}$$

(with $n - 2$ degrees of freedom)

$$0.86/\sqrt{1-0.86^2}/201-2$$

$$t=23.774 \quad \alpha=0.05 \text{ Decisions: Reject } H_0.$$

The conclusion is that there is an evidence of a linear relationship at the 5% level of significance.

Do you have frequent advices from family services office of the woreda?

Kebeles	Yes	No	Total
Amumo	17	41	58
Messal	11	51	62
Kundi- Meda	9	64	73
Total	37	156	201

Source: Author's own survey, Tehuldere Woreda, 2016.

Hypothesis

$H_0 = (P=0, \text{correlation doesn't exist})$

$H_a = P \neq 0, \text{correlation exists}$

Let's see the expected value for each kebele for calculating the chi square value.

Thus, the expected values are computed as follows.

Kebeles	Yes	No	Total
Amumo(08)	10.6	45	58
Messal(07)	11.4	48.1	62
Kundi Meda(09)	3.2	56.6	73
Total	25.2	149.7	201

Now, we use the following formula to compute the chi square value.

$$X^2 = (O-E)^2/E \dots \dots \dots (2)$$

$$X^2 = (17-10.6)^2/10.6 + 40.96/10.6 = 3.86 + (41-45)^2/45 = 16/45 = 0.35 + (11-11.4)^2/11.4 = 0.00 + (51-48.1)^2/48.1 = 0.17 + (9-3.2)^2/3.2 = 10.5 + (64-56.6)^2/56.6 = 54.76/56.6 = 0.96$$

$$X^2 = 3.86 + 0.35 + 0.00 + 0.17 + 10.5 + 0.96 = 15.59$$

$$X^2 = 15.59$$

$$Df = (r-1)(c-1) = (3-1)(2-1) = 2$$

$P\text{-value} = P(X > 15.59) < P(X > 15.2) = 0.0005$. Since the $p\text{-value} < 0.05$, the test is significant, and we can reject the null. Thus, there is a significant relationship among the three kebeles family planning service advices.

6. CONCLUSIONS AND RECOMMENDATIONS

Government short term solutions to food insecurity include social protection programs such as food aid, safety net both in emergencies and long-term provision of supplies to those hardest hit by hunger. However, food aid, without simultaneous developments in local agriculture sectors and sound family planning programs does not provide a sustainable solution to food insecurity. Mid-term solutions include, developing integrated development approaches that could simultaneously address both population factors and food security. Other mechanisms, such as increasing agricultural productivity which ensures an increase in food availability, food access and food adequacy for all in the study area, and in the entire northern part of the country, for example through the development of drought-resistant crops and soils, will be a key factor in meeting food demands. Investment in rural infrastructure such as roads, irrigation, and agricultural mechanization could support efforts

towards increased agricultural productivity. These investments, if made, could also have serious environmental consequences. Thus, investment in sustainable technologies able to support increased agricultural intensity will be crucial for both meeting the demands of a growing population and adapting to environments increasingly affected by climate change. The study places a great deal of emphasis that food security will be improved by putting and implementing appropriate policies that seek to increase livelihoods and mitigate the causes and consequences of rapid population growth both at local and national level. Such policies could include the provision of enhanced poverty safety nets in rural areas that will both improve livelihoods and in the long run contribute towards fertility reduction.

It is clear from the triangulation of the various sources that population growth and the ways in which they affect food security have important implications for human development in Tehuledere woreda, where fertility rates are increasingly becoming high. It is also clear that repercussions this population growth will have on food security are multidimensional in nature. Therefore, it should not be left unnoticed that high population growth rates in the study area will have important implications for trends in the demand for food, constrain the use of natural resources, wider ecological imbalance and negatively affect food availability.

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**SELECTED DEMOGRAPHIC CHARACTERISTICS AND EMPLOYEES' JOB SATISFACTION IN
GOVERNMENT ORGANIZATION: DANGIA, ETHIOPIA**

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ABSTRACT

The purpose of this study was to investigate the difference between selected demographic characteristics and employees' job satisfaction in government organizations. The study used descriptive survey design. Data was collected from 112 government employees selected as sample members by using stratified random sampling technique. To determine the levels of government employees' job satisfaction, one sample t-test was used, independent t- test used for measure whether there exist significant difference between employees sex group on their job satisfaction whereas, one-way ANOVA analysis technique was applied to measure whether there exist significant difference among government employees' job satisfaction in their Age, Educational level and Work experience. the following findings were obtained; employees had significantly lower level of satisfaction on their jobs, job satisfaction of employees remained the same regardless of sex group differences and job satisfaction of employees remained the same regardless of age, years of service and educational level group differences.

Keywords: Demographic Characteristics, Employees' Satisfaction and Government Organizations

INTRODUCTION

The concept of job satisfaction has long been studied and reported on in theories such as Maslow's Hierarchy of Needs Maslow [1]. The drive to understand and explain job satisfaction of employees has been motivated by utilitarian reasons and humanitarian interests Ellickson, [2]. Ellickson, states that it is necessary to understand which factors influence employees job satisfaction levels because satisfied employees will improve the overall effectiveness of an organization. Hence, job satisfaction is a critical element for retaining and attracting talent and important for achieving government goals.

Aziri [3] defined job satisfaction as "any combination of psychological, physiological, demographic and environmental circumstances that causes a person truthfully to say, 'I am satisfied with my job'". Based on the above definition employees may be satisfied with some aspects of their jobs, while being dissatisfied with others. It is assumed that employees are able to balance the specific satisfactions against the specific dissatisfactions and arrive at a composite satisfaction with the job as a whole. The total employees' characteristics, i.e., demographic factors, besides the organizational factors, have a certain influence in employee's job satisfaction. By adequate understanding of both demographic factors and their influence, it is possible to apply measures to make the employees satisfied. This study points out such influences on the employees' satisfaction.

Most of the studies that have been conducted into job satisfaction have also investigated the impact of demographics on job satisfaction. The common demographics that have been considered by the research have been age, gender, job level, years of work experience and marital status. But the findings of those studies are inconsistency and conflict each other. That means age, gender, work experience and educational level difference significantly affect job satisfaction or not.

When the researcher observed majority of high level educated employees in this study area not satisfied by their job and to see any other alternatives such as running private businesses, migrate in to large towns even if mostly they are not respect the work time and the laws and policies of government jobs. In the difference between employees education level and their job satisfaction a number of researchers indicated that unclear and not to put a single conclusion. Hickson & Oshagbemi [4] indicated that education has a negative impact on job satisfaction. A possible explanation offered by these researchers for this inverse (negative) affected, when increased education is associated with higher expectations (e.g., in terms of fulfillment and responsibility), indicating that an employee may become dissatisfied with performing routine tasks. But other studies refute the above findings. Badenhorst [5] and Turner; [6], in their study found that the educational level of employees had no effect on their job satisfaction. The impact of their level of education on the job satisfaction of local government employees has not been investigated in depth. Therefore, the researcher was investigated that the difference between employees educational level groups differences and their satisfaction at the study area.

The difference between employees working experience and their job satisfaction is, however, not clear. As the researcher observed in the study area majority of experienced employees are not satisfied by their job because they have not seen bright futures and dislike their job (done only for to live and for passed the time) and memorized the past period of their work. Relatively low work services employees have high level of job satisfaction than the other groups, because in the early periods of employment there were more new things to be learnt from the job, and employees gained a sense of pleasure from their jobs. But, through time, they develop confidence, new skills and abilities which influence their satisfaction. Research done by Mertler [7], Cross man and Harris [8] reported similar findings, with employees early in their jobs as well as those nearing the end of their careers indicating higher levels of job satisfaction than employees who were in the middle of their careers (a U-shaped relationship).

But the other studies in Akiri and Ogborugbo; [9] indicated that employees experience and job satisfaction are negatively related an increase in work experience was followed by a decrease in job satisfaction. In contrast to the above, Tillman [10] found no significant difference between the teachers' teaching experience and job satisfaction. This means employee's job satisfaction was similar in different work service groups.

The difference between the Ethiopian government employees' demographic characteristics with their job satisfaction has not yet been investigated. Majority of the studies in Ethiopia focused on other factors than demographic characteristics like Alemshet et al.[11]. However, even if the employees to live in a similar work environment and job character different in job satisfaction it may be demographic characteristics of an individual's that affect employees job satisfaction. And no more studies to investigate in my local study area particularly on government employees. This study therefore sets out to ascertain the selected demographic characteristics and job satisfaction of government employees in Dangila town administration.

This study attempts to answer the following research questions

1. To what extent is government employees satisfied with their Jobs?
2. Are there a significant difference in employees' sex, age, educational level and work experiences on their job satisfaction?

The general objectives of this study were to investigate whether there exist significant difference between demographic characteristics and employee's job satisfaction in Dangila town. Accordingly, this study focused on the following specific objectives that identify the extent in which Government employees satisfied with their jobs and assess whether there is a significant difference in employees' sex, age, educational level and work experiences on their job satisfaction.

MATERIALS AND METHODS

By considering the nature of basic research questions and purpose of the study and even the expected research activities, the researcher used descriptive survey design. For the study, the independent variables included the demographic characteristics of employees and the dependent variable included employees' of job satisfaction. Thus, this study assessed the significant difference between the four independent variables included Employees' Sex, Age, Educational level and Work experiences groups and one dependent variable that is Government Employees' of Job Satisfaction

Source of Data

The researcher used similar questionnaires for both government employees and managers.

Population, Sample and Sampling Techniques

In Dangila town administration there were 19 government offices (Dangila district civil services office). From these government offices there are 556 employees (excluding health and education offices/ teachers). Thus, the population for this quantitative study was all government employees and managers working in Dangila Town Administration with the total of 556 Employees. From this total population, 20% of the totally 556 population, 112 Government Employees were selected as sample members by stratified random sampling technique. In this section the background information of the respondents have been presented below

Instruments

In order to measure the levels of government employees' job satisfaction and its relations demographic variables, survey data was gathered by using a questionnaire. The questionnaire utilizes a five point (1-5) Likert scales. Point 1 is assigned to items rated as Strongly Disagree. Point 2 is assigned to items rated as Disagree. Point 3 is assigned to items rated as no idea. Point 4 is assigned to items rated as Agree. Point 5 is assigned to items rated as Strongly Agree.

Procedure of Data collection

After the questionnaire was developed and made ready for administration, letter of cooperation from psychology department was presented to concerned bodies of the study site (Dangila town administration). Following that, the researcher explains the objective of the study to the administration of the town. Then after, the researcher secured their consent and collaboration which have crucial for the success of the study. Subsequently, the researcher contracted one assistant who has first degree in economics for collecting data and gave them a short orientation on how to do the task. Thereafter, the researcher explained the purpose of the study to the participants and asked their consent. The researcher administered the instrument to the participants. Then the participants filled in the questionnaire and returned it to the researcher and his assistants directly. The researcher collected the questionnaire after the completion of the survey. The return rate was 100%. Finally, the participants were thanked for their cooperation.

Techniques of Data Analysis

In order to address the basic research questions, the researcher followed the following quantitative data analysis techniques:-

- After questionnaire had been collected from each sample groups, the data was coded, sorted and each questionnaire was assigned number. This was done to examine the collected raw data to detect errors and omissions and to correct these when possible. The process included a careful inspection of the completed questionnaire. Editing was done to assure that the data are accurate, consistent with other facts gathered, uniformly entered, as completed as possible and has been well arranged to facilitate coding and tabulation.
- The collected data was entered in to the computer. The prepared data was rechecked to ensure that a problem or an error was not occurring in the process of coding and entering all the data in the computer. In short, there was a need of reviewing the data-entry process and making sure all the data has been entered.
- Descriptive statistical analysis, one sample t-test, independent t-test and One-Way ANOVA techniques were applied to analyze the collected data. To measure the levels of government employees' job satisfaction used one sample t-test, independent sample t-test was used to determine whether employees differed in their job satisfaction in relation to sex groups whereas, One-Way ANOVA analysis variance was applied to measure the differences of government employees' Age, Educational level, Work experiences as a function of their job satisfaction.

RESULTS

The first objective of this study was to determine the level of government employees' job satisfaction in Dangila town administration. To attain this end one sample t-test was computed and the results are presented in Table 2.

As indicated in Table 2 the results of one sample t test portrayed that employees level of job satisfaction (2.26) was found to be significantly lower than the mean test value which was (3). This results shows that employees had low level of job satisfaction in their respective organizations.

The second objective of this study was to find out whether there exist significant differences between employees sex, age, work experience and educational level on their job satisfaction. To do this, independent sample t test and one way analysis of variances (ANOVA) were performed and the results presented in Tables 3-7.

As indicated in Table 3 the results of independent t-test shown that there was no significant difference between male and female employees' job satisfaction. This result shows that male and female employees' are similar in their job satisfaction.

This table indicates descriptive statistics results that the relative job satisfaction of employees by their age groups. As showed in the table employees between the age group of 18 and 29(2.3) had the highest level of satisfaction on their job than the age groups of 30-39(2.257), 40-49(2.216), and 50 and above (2.25). In addition the employees job satisfaction by age group from 30-39 (2.257) had the highest level of job satisfaction than the age groups from 40-49(2.216) and 50 and above (2.25). Similarly the employees job satisfaction of the age group 50 and above (2.25) is greater than the age group from 40-49(2.2). However, employees between the ages of 40 and 49(2.2) had the least level of satisfaction on their job than the other age groups. Thus, from the above table descriptive results, when employees between the ages of 18 and 30 had the highest level of satisfaction on their job than their counterparts whereas; employees between the ages of 40 and 49 had the least level of satisfaction in the Dangila Town Administration.

As indicated in Table 5 the results of one way ANOVA summary shown that there was no significant difference between age groups on their job satisfaction. This result shows that there were no statistically significant

differences between age groups and employees job satisfaction, since the observed value of F (0.906) of job satisfaction of age groups was less than the F critical value which were 2.70. Therefore, employees' job satisfaction of age groups was not found to be significant. ($F=0.906$, $df_{(3, 108)} p > 0.05$). Thus, this indicates employees' job satisfaction among different age groups are similar.

Descriptive statistics results shows that the relative job satisfaction of employees between their years of service groups. As it is showed in the table, employees between 3-5 years of work service group relatively had highest level of job satisfaction (2.29) than the work service groups of between 6-10years (2.278), a group between 11-20 years (2.25), a group between above 20 years work services (2.248) and a group between 0-2 years of work services (2.18). In addition employees between 6-10 years (2.27) of work services had the highest level of job satisfaction than the work service group between 11-20 years (2.25), above 20 years work services (2.24), and the group between 0-2 years of work services (2.18). Similarly the employees between 11-20 years (2.25) of work services had the highest level job satisfaction than the work services groups of above 20 years work services (2.24) and a group between 0-2 years of work services. As shows in the above Table results the employees work service group above 20 years (2.24) had greater job satisfaction than the work service group between 0-2 years (2.18). Finally employees a group between 0 and 2 years of work services showed lower level of job satisfaction (2.20) than the other groups. Thus, from the above findings, when employees whose years of services are below 2 years had the least level of job satisfaction whereas, employees whose years of services are between 3-5 years had the highest level of job satisfaction in Dangla Town Administration.

As indicated in Table 7 the results of one way ANOVA summery shown that there was no significant difference between works service groups on their job satisfaction. This result shows that there was no statistically significant differences between work service groups and employees job satisfaction, since the observed value of F (0.543) of job satisfaction of work service groups less than the F critical value which was 2.46. Therefore, employees job satisfaction of work service groups was not found to be significant. ($F=0.543$, $df_{(4, 107)} p > 0.05$). Thus, this indicated employees' job satisfaction among different work service groups seems to be similar.

As indicated in Table 8, the descriptive statics results shows that the relative job satisfaction of employees between their educational level groups. As it is showed in the Table, employees educational level group of BA/BSC/BED (2.35) had the highest of job satisfaction than employees' educational level group of Diploma (2.3) and the educational level groups of grade 12 and below (2.288). Diploma employees' educational level group also had greater of job satisfaction (2.3) than the employees' educational group of grade 12 and below of job satisfaction (2.288). Finally the educational level group of in grade 12 and below had the lowest level of employees' job satisfaction from the other groups of educational level. Thus, from the findings, that job satisfaction level of employees increased with increasing educational level of employees.

As indicated in Table 9 the results of one way ANOVA summery shown that there was no significant difference between educational level groups on job satisfaction. This result shows that there was no statistically significant differences between educational level groups and employees job satisfaction, since the observed value of F (0.422) of job satisfaction of educational level groups less than the F critical value which was 2.70. Therefore, employee's job satisfaction of educational level groups was not found to be significant. ($F=0.422$, $df_{(3, 108)} p > 0.05$). Thus, this indicated employees' job satisfaction among different educational level groups found to be similar.

DISCUSSIONS

The first purpose of this study was to determine the levels of government employees' job satisfaction in Dangila town administration. Based on the results of one sample t test in Table 2 indicates that the employees had significantly low level of job satisfaction. Thus, from these statistical results, this study supported by the local studies

Similarly, the study in Assefa, M. [12], on government employees at Dessie town had low level of employees' job satisfaction. based on his findings the major reason for dissatisfaction were due to poor opportunity to develop, lack of feeling, responsibility in their work place, time pressure, poor relation with coworkers and managers. There for his findings were similarly to this study how employees had low level of satisfaction by their job. Therefore based on the situational model of job satisfaction theory framework when job satisfaction situational characteristics are not comfortable/ satisfied, employees then situational occurrences also unsatisfied.

The study of Gebrekiros H., Kebede A. [13] on the factors affecting Job Satisfaction in Mekelle University Academic staff at Adi-Haqi campus, found out the campus members were generally satisfied with their jobs. However, female faculty members were less satisfied than male faculty members. Therefore based on this

different findings employee's job satisfaction were different based on different factors and demographic characteristics of employees.

The second purpose of this study was to find out whether there exist significant differences between employees sex, age, work experience, educational level and groups on their job satisfaction. Therefore based on the results of one sample independent t test and one way ANOVA summary table the researcher set out the following discussions.

Sex difference on employees' level of job satisfaction: As indicated in Table 3, the results of this study was analyzed by one sample independent t test showed that there is no significant differences between male and female employees. That means employee's level of job satisfaction between male and female is similar. Which means based on the findings of those studies job satisfaction is no significant difference based on sex. Similarly, the study of K.Sundar, and P. Ashok [14] on demographic character and job satisfaction, in India findings there is no significant difference of sex, age, educational level, and work services differences on job satisfaction.

The different studies show that men are more satisfied with their jobs than women Crossman & Harris, [15]; Mertler, [16]. It is concluded that male administrative members were comparatively more satisfied than female administrative staff. On the other hand, in the study of Koustelios [17], women employees were more satisfied with their working conditions than the men, because women employees tend to consider the working conditions to be more favorable than the men do. Several reasons were posited for this significant difference in satisfaction. Female employees' social aspiration, social acceptability, job responsibilities, experiences of challenges and career development were some of the reasons cited. Moreover, the study indicates the relationship of demographic characteristics and job satisfaction in which female employees were more satisfied with the job instead of male.

Age difference on employees' job satisfaction: as indicated in Table 5 the results of one way ANOVA summary showed that there was no significant difference between age groups on their job satisfaction. This result shows that there were no statistically significant differences between age groups and employees job satisfaction, since the observed value of F (0.906) of job satisfaction of age groups was less than the F critical value which were 2.70. Therefore, employees' job satisfaction of age groups was not found to be significant. ($F=0.906$, $df_{(3, 108)} p > 0.05$). Thus, this indicates employees' job satisfaction among different age groups are similar. The findings of this study supported by Findlay [18] aimed to determine if significant differences in job satisfaction existed according to age, educational qualification, and years of working experience. He found job satisfaction were no significant differences based on age. Meagan S. and Walter N. [19] showed that age had no effect on the job satisfaction of the employees. It was indicated that employees job satisfaction were no significant differences based on age groups. Similarly the result of this study was consistent with other studies.

But the other studies that founded employees' age groups were significantly different on their job satisfaction. Hickson and Oshagbemi [20] undertook a study to examine the effect of age on the job satisfaction of academics. Age was one of the factors found to impact negatively on their job satisfaction, in the sense that job satisfaction decreased with age. They concluded that regarding to age group differences on job satisfaction the age groups of 20-30-year-olds and professionals over 61 years old showed higher satisfaction levels than did middle-aged professionals. Higher levels of dissatisfaction were reported by professionals between 41 and 50 years old.

According to the data obtained from table 5, the significant differences between age groups and job satisfaction, older employees derived greater satisfaction from self- fulfillment, salary and collegial relationships. Sargent and Hannum [21] also pointed out that younger employees were significantly less satisfied with their jobs than their older counterparts.

Similar fluctuating results revealed the relationship between age and job satisfaction. The study of Clark [22] describes that job satisfaction increases with age.

Work services difference on Employees' job satisfaction: As indicated in Table 7 the results of one way ANOVA summary showed that there was no significant difference between work service groups on their job satisfaction. This result shows that there was no statistically significant differences between work service groups and employees job satisfaction, since the observed value of F (0.543) of job satisfaction of work service groups less than the F critical value which was 2.46. Therefore, employees job satisfaction of work service groups was not found to be significant. ($F=0.543$, $df_{(4, 107)} p > 0.05$). Thus, this indicated employees' job satisfaction among different work service groups seems to be similar. The findings of this study was supported by the study of Tillman [23], found no significant difference between the employees experience and job satisfaction. He

investigated the difference between length of service, salary, supervision, and the teachers' job satisfaction in South Carolina, USA. This means employee's job satisfaction was similar in different work services groups.

In contrast to the above, a study done by Crossman and Harris [24] on the job satisfaction of secondary school teachers in England, indicated a curvilinear type of relationship between length of service and job satisfaction. The results indicated that satisfaction was high for early career teachers, decreasing at the midpoint of their careers, and rebounding again towards the end of their teaching careers. In the early periods of employment there were more new things to be learnt from the job, and teachers gained a sense of pleasure from their teaching jobs. But, through time, they develop confidence, new skills and abilities which influence their satisfaction. Research done by Mertler [25] reported similar findings, with teachers early in their teaching careers as well as those nearing the end of their careers indicating higher levels of job satisfaction than teachers who were in the middle of their careers (a U-shaped relationship).

A difference on between employees work services groups on their job satisfaction was found in other studies. Akiri and Ogborugbo [26] indicated that work experience and job satisfaction are negative effect an increase in work experience was followed by a decrease in job satisfaction. They found that the most experienced employees are the least satisfied with their jobs, and that years of working experience significantly negatively influence the job satisfaction.

Educational level difference on Employees' job satisfaction: As indicated in Table 9 the results of one way ANOVA summary showed that there was no significant difference between educational level groups on job satisfaction. This result shows that there was no statistically significant differences between educational level groups and employees job satisfaction, since the observed value of F (0.422) of job satisfaction of educational level groups less than the F critical value which was 2.70. Therefore, employees job satisfaction of educational level groups was not found to be significant. ($F=0.422$, $df(3, 108)$, $p > 0.05$). Thus, this indicated employees' job satisfaction among different educational level groups found to be similar. The findings of this study was supported by the study of Badenhorst, [27], in his study of job satisfaction among urban secondary school teachers in Namibia, found no significant difference between educational qualifications and the job satisfaction of teachers. Similarly, Turner [28], regarding the relationship between educational level and the job satisfaction of teachers, found a no significant differences between educational level groups. He also found that the educational level of employees had no effect on their job satisfaction. The other study by Meagan S. A. and S. Walter N. [29] also founded that there is no significant difference of job satisfaction based level of educational qualification. Similarly, based the relative mean score differences of educational level groups when employees level of job satisfaction increase with educational level increase.

On the other hand, with regard to education level and job satisfaction, a number of researchers indicated that job satisfaction decreases as the education level increases. A reasonable explanation offered by these researchers for this inverse (negative) relationship is that increased education is associated with higher expectations (e.g., in terms of fulfillment and responsibility), indicating that an employee may become dissatisfied with performing routine tasks. Clark [30], in his review, indicated that the more educated employees have high expectations that jobs or organizations may not be able to meet.

However, contrary to the previous findings of the study, Fidlay [31] found that the level of education was inversely related to job satisfaction. Therefore, the relationship of educational level and job satisfaction was inconstancies in the previous studies.

CONCLUSION

It can be concluded that job satisfaction a critical variable that need to be addressed by managers' at all managerial levels. Dissatisfaction with employees' jobs has its own consequences. Such as, employees could develop regular tardiness, high absenteeism and long lunch breaks would be common, bitterness builds and low morale spreads. Attendance problems are sometimes an indication that the employee is dealing with pressing personal issues rather than work issues, regular errors, sloppy work and low productivity, workplace violence such as management body and staff to recognize some of the warning signs that can lead to violence, such as threats, property destruction, overt hostility and talk of suicide, lateness, lack of zeal in carrying out assigned tasks, sneaking out of office to run private businesses, to pass working time at home in the name of fieldwork, negative reactions towards their work, withdraw from government job and does not give quality services for the customers. Furthermore, they may not show interest to complete urgent tasks in their work.

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Table-1: Background Information of the Respondents

Variables		N	Mean	Percent
Sex	Male	85	2.273	75.89
	Female	27	2.239	24.11
	Total	112	2.265	100
Age	18-29 years	43	2.305	38.39
	30-39 years	37	2.257	33.035
	40-49 years	30	2.216	26.786
	50 and above	2	2.25	1.786
	Total	112	2.265	100
Work experience	0-2 years	12	2.185	10.7
	3-5 years	36	2.292	32.14
	6-10 years	29	2.278	25.89
	11-20 years	22	2.253	19.64
	Above 20	13	2.248	11.61
	12 and below	2	2.288	1.785
Educational qualification	Diploma	13	2.304	11.61
	Ba/Bed/Bsc	96	2.256	85.72
	Ma/Med	1	2.461	0.89
	Total	112	2.264	100

Table-2: Employees' Level of Job Satisfaction Test Value=3

Variable	N	Mean	Std. Deviation	t-value	Df	Sig.
Job satisfaction	112	2.26	0.227	-34.167	111	0.000

Table-3: Sex Difference on Employees' Job Satisfaction

Variable	Sex	N	Mean	Std. Deviation	t-value	Df	Sig.
Job satisfaction	Male	85	2.27	0.218	0.665	110	0.508
	Female	27	2.24	0.258			

Table-4: Descriptive Statistics of Employees' Job Satisfaction Mean Scores by Age Groups

Age groups	N	Mean	Std. Deviation
18-29 years	43	2.3050	0.26692
30-39 years	37	2.2578	0.20927
40-49 years	30	2.2167	0.18665
50 and above	2	2.2500	0.19037
Total	112	2.2648	0.22773

**Table-5: Summery ANOVA Table of Employees' Job Satisfaction
Scores by Age Groups**

Job satisfaction	Sum of Squares	Df	Mean Square	F	Sig
Between groups	0.141	3	0.047	0.906	0.441
Within groups	5.615	108	0.052		
Total	5.757	111			

**Table -6: Descriptive Statics of Employees' Job Satisfaction Mean
Scores by Work Service Groups**

work Services groups	N	Mean	Std. Deviation
0-2 Years	12	2.1859	0.19737
3-5 Years	36	2.2927	0.26268
6-10 Years	29	2.2785	0.21966
11-20 Years	22	2.2535	0.21188
Above 20	13	2.2485	0.20510
Total	112	2.2648	0.22773

**Table-7: Summery ANOVA Table of Employees' Job Satisfaction
Scores by Work Service groups**

Job satisfaction	Sum of Squares	Df	Mean Square	F	Sig
Between groups	0.115	4	0.029	0.543	0.705
Within groups	5.642	107	0.053		
Total	5.757	111			

**Table-8: Descriptive Statics of Employees' Job Satisfaction Mean
Scores by Educational Level**

Educational level groups	N	Mean	Std. Deviation
Grade 12 and below	2	2.2885	0.19037
Diploma	14	2.3047	0.21556
BA/BSC/BED	96	2.3568	0.23161
Total	112	2.3528	0.22773

**Table-9: Summery ANOVA Table of Employees' Job Satisfaction
Scores by Educational Level Groups**

Job satisfaction	Sum of Squares	Df	Mean Square	F	Sig
Between groups	0.067	3	0.022	0.422	0.738
Within groups	5.690	108	0.053		
Total	5.757	111			

HR MANAGEMENT IN 21ST CENTURY: CHALLENGES FOR THE FUTURE

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ABSTRACT

Over the last two decades, every organization adapts the policies, rules & regulations of internalization in their operations. This international movement expanded the business across the border & also increases the issues associated with the management of HR. In this modern era Globalization have forced the organization & their HR functions to define their strategies. It is mandatory for the management to invest money, considerable time & amount to learn the changing scenario of HR in 21st century. In order to survive the competition & to be in a race HR department should update itself & their technologies with the transformation in HR policies. HR practitioners should learn the new method for realizing the importance of HR & understand the need to build up effective HR strategies & policies for retaining their employees & to make more turnovers.

Now-a-days, Successful organizations are becoming more adaptable, resilient and quick to change directions and custom centered with in the 21st century. HR professionals must learn how to manage effectively through planning, controlling, organizing and leading the HR Practices. In this article these trends will continue to present both challenges & opportunities for the HR & HRIS Professions. The Four categories include the following:-

- i. To find out the challenges for HR managers in 21st century.*
- ii. To study the HRM practices adopted in India.*
- iii. To find out the impact/trends of HRM.*
- iv. Cross cultural challenges to HR managers in 21st century.*

Keywords: Human resource management, Competitiveness, issues, challenges in HR professionals. Globalization

1. INTRODUCTION

Human beings are social beings and hardly ever live and work in isolation. We always plan, develop and manage our relations both consciously and unconsciously. The relations are the outcome of our actions and depend to a great extent upon our ability to manage our actions.

Since in global HRM where the modern business can not effectively operate in the business world if the human force not well equipped with the latest technology and techniques. This is the responsibility of the human force manager to properly train the work force and to see what is the basic need for the human force to achieve the competitive advantages of business in 21st century. No doubts human is an important part of any organization but due to rapid changes in the business world, globalization, change in customer taste and habits, new techniques of production, human in the organization now facing different kind of problems, to cope this situation the today's HR manager also facing a variety of issues and challenges that how they can best manage and solve all these issues and challenges with splendid ways

Today, companies that offer products with the highest quality are the ones with a leg up on the competition & the challenges they faced by the international MNC's but the only thing that will uphold a company's advantage tomorrow is the caliber of people in the Organization. In this modernization world the HR people should focused on new strategized terms which hold our workforce in stable & growing environment provide them a platform where they can learn a new techniques on their workplace & compete with the global competitors.

-The issues & challenges. The rapid increase in globalization of businesses has created a fiercely competitive environment where the only effective way to remain in competition is to develop and improve the workforce. Organizational flexibility is vital for survival in these competitive markets and through the rapidly changing consumer trends. As a result there is a greater need for recruiting and retaining skilled workforce with multiple competencies than in the past. Employee commitment and loyalty to the organization are also still problematic management issues to be solved almost on a daily basis.

More and more people are working on project basis jobs, in flexible hours, and often even working from home. Hence, changing nature of careers and work demand changes in the way human resources are managed. This

demand increases the importance of HRM and makes HR an essential function not only on the organizational but also on strategic levels in this globalization era.

2. OBJECTIVES OF THE STUDY

The Objectives of the study are the following:

- a) To analyze the importance of HR Management in the organization.
- b) To study the various challenges of HR management for future managers.
- c) To analyze the impact of these challenges on managers and organization.

3. METHODOLOGY

The research paper is an attempt of Descriptive Research, based on the secondary data sourced from various Annual Reports, journals, magazines, articles and media reports

4. LITERATURE REVIEW

The priorities for human resource in future what should be? The answer to this question is very Difficult but there are many factors contributing to HR managers functions and these activities are constantly changing. By keeping in view these entire situations the organization HR Department is continuously being change also. (Marshal and paalvast, 2008)

Some of the researchers also found out that the most of the challenges which facing by the HR in 21st century are also, retention of the employees, multicultural work force, women work force, retrenchment of the employees, change in the demand of the government, technology, globalization, and initiating the process of change.

The world federation of personnel management association (WFPMA, 2009). Survey pointed out the most important top ten HR challenges are leadership development, organizational effectiveness, change management, compensation. Health and safety, staff retention. Learning and development, succession planning. Staffing, recruitment and skill labor.

Liz Weber (2009) has pointed out that the most important challenges of the HR in business are layoffs. The most of the owners and managers facing this hard issue. This laid off may be due to several reasons which include the economic uncertainty, the employee's job instability and HR less Effectiveness.

In the view point of Decenzo and Robins (2001) and Gary Dessler (2000) the most important challenges of HRM, are technology, E commerce, and work force diversity, and globalization, ethical consideration of the organization which may directly or indirectly affect the organization competitive advantages, especially with technological advancement the affect on recruitment, training and development and job performance with great extent can be study in organization. We can sum up these from the following points as the foremost challenge faced by HRM is the globalization.

Globalization means the present flow of goods, services, capital, ideas, information and people. It means the movement of these things without using any human resource. In this modern business world, markets have become battlegrounds where both the domestic and foreign competitors try to capture as maximum market shares as possible. Such globalization is a challenge for HRM.

Foster (2005) in the view point of macky and Johnson (2003) the work force diversity in the modern organization now a days growing question, similarly the labor mobility, political pressure, stream of investment capital, information transfer using electronic means and currency exchange are all new challenges.

Baruch, Harel (2004) stability and good environment and core values are very crucial for both organization and employees. They need to understand each other well, and fulfill the emotional agreements with each others. Some internal issues may bring instability between the employer and employees' relation but HR responsible to see and hold on these circumstances.

Miller (2000) ethics in the organization while performing job, is also a big issue and challenge for organization. Focusing on ethics, organization can become more adaptable, ethics enhances the performance and support and facilitate the organization for achievement goals, through enhancing social and psychological environments.

Wong and Snell (2003)HR practices such as recruitment, training, development, and organization communication may also great impact of organization success, and still these are the main trends for HR. by developing sound organizational culture.

The HR can overcome these issues, because culture is the brand of organization, which represent company to out side people, good culture can only be maintain when act upon the culture norms(Losey, 2005)

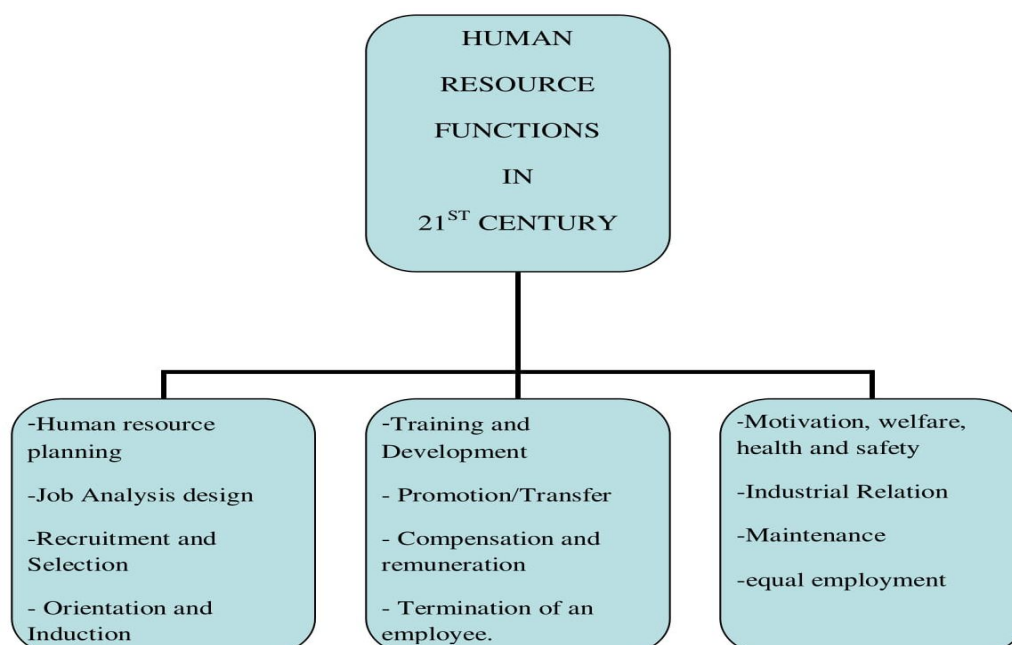
HR main functions with the help of following charts

The foremost challenges and functions of the today HR managers shown as under, the challenges can be overcome by HR managers by giving much concentration to their functions, if they are performing their functions well, so it can be said that the challenges can overcome with some extent, the HR managers built such a strategies which are flexible one, and train the workforce so they can work for the betterment of the organization.

HR 21st Century Issues & Challenges



HR functions in 21st Century



5. RECOMMENDATIONS

- In the present era most of the organizations are competing globally for their best reputation, by keeping in view the above issues and challenges the HR managers are responsible to train all the young workers, to provide them best rewards as a result they will show their commitment and loyalty.
- Technology has changed each and everything with great extent, the methods of production, the process of recruitment, the training techniques, new equipment and technology should be introduced and purchased by the organization and training should be provided to young and educated workers.
- Keeping in mind by HR manager the issue of Globalization, to cope this issue the concept of Globalize Human Resource Management (GHRM) should be implemented to prepare the skill people or manager worldwide. This way the trend of globalization can be minimized with some extent.
- Human resource manager should develop such a HR system which is consistent with other organization elements such as organization strategies, goals and organization style, and organization planning.
- One of the great debate also going on work force diversity, the HR manager responsible to make such a broad strategies which help to adjust employees in global organization, HR must develop the ability to compete in the international market.
- Organization culture is also another important element which must be considered by the HR manager, the culture must be like to shape their behavior and beliefs to observe to what is imperative.
- To provide more and more talent people into the organization the HR manager must re-decide and re-arrange the staffing functions, for recruitment selection, training and transfer, promotion, dismissals, placement, demotion and layoffs of the employees separate strategies should be developed and implemented.

6. CONCLUSION

The study reveals the dominant issues and challenges which are facing by HR managers and organization. The first foremost work by the HR is to develop sound organizational structure with strong interpersonal skill to employees, and also to train employees by introducing them the concept of globalize human resource management to perform better in the global organization context. All these issues and challenges like, work force diversity, leadership development. Change management, organizational effectiveness, Globalization, E-Commerce, succession planning and compensation etc, Can be best management by HR manager when they will work with HR practices, such as rigid recruitment and selection policy, division of jobs, empowerment, encouraging diversity in the workplace, training and development of the work force, fostering innovation, proper assigning of duties and responsibilities, managing knowledge and other functions as are shown. Nutshell when HR works enthusiastically by keeping all the practices in mind, competitive advantages can thus be accomplished, the value of human resource can be improved, organization efficiency can be enhanced, and the organization will sustain to survive.

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