

Environmental Factors Affecting Human Resources Management in the case of EPUC

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Abstract: *The basic aim of this study is to present and examine environmental factors affecting human resource activities, in an organization which based upon a research conducted on EPUC. Environmental factors that affect human resource management (HRM) activities were divided into two, as internal and external elements. The data for the research were gathered with a survey, and analyzed with various statistical methods. Accordingly, it was achieved that, organizations take these internal and external elements into consideration in a high or at least moderate level in general. Moreover, it was found that, “priorities of top management”, “legislations/regulations” and “qualities of employees” are the top factors affecting HRM activities. The results demonstrate the fit for internal factors and fit for external factors. Also, it was found that, internal and external environmental factors are significantly associated. Thus, HRM activities are closely integrated with environmental elements, which, should always be considered.*

Keywords: EPUC, environmental factors affecting human resources management activities.

1. Introduction

As the business environment became an important base for any type of organization, also human resource function has its own internal and external environment, which make related issues very complex. There are many studies about the relation between environmental factors and business activities the following environmental elements were generally linked with HRM activities, in terms of the source of pressure or any type of influence from inside and outside. The internal environment of HRM function might include organizational mission/purpose, organizational strategy/objectives, actions of health bureau, size of an organization, structure of an organization, history/traditions/past practice, priorities of top management, priorities of line managers, issues of power and politics, impact of HRM theory, research and writings, impact of education and training in HRM, impact of overall HRM strategy, and cultural and political characteristics of employees. Equally, the external environment of HRM function might include changes in changes in technology, changes in national economy, national culture and traditions /sector characteristics, legislation/regulation, actions of competitors, impact of professional organizations, HRM staff’s experiences in other organizations, and general education policies and implementations.

This study investigates the factors affecting HRM activities of EPUC, in Today’s turbulent business environment. Also, the degree and prevalence of strategy determination for HRM, is evaluated. Accordingly, in the first part of the paper, related literature is discussed. Then, in the second part, the results of the field research are given and discussed; and finally, a general conclusion is presented. This study was focused on EPUC which is found 501 km away from Addis Ababa. This area is located in the south western part of Ethiopia. EPUC was founded at the eve of the 1910E.C. EPUC was opened in 1945. Town become the center of trade in the 1910E.C, century. From the economic aspect, this particular place is the origin of crop. This hospital has two main staffs the administration staff and the medical staff. The medical staff has divided in different medical case teams or line managers. These environmental factors affecting human resource activities, which based upon a research conducted on public service organizations. Factors that affect human resource management (HRM) activities were divided into two, as internal and external elements. The data for the research were gathered with a survey, and analyzed with various statistical methods. Accordingly, it was achieved that, organizations take these internal and external elements into consideration in a high or at least.

Kane and Palmer (1995) discussed the importance of environmental factors, especially the role of strategy in human resource (HR) practices of firms in Australia. Accordingly, they founded that, the overall human resource management (HRM) strategy, has only a relatively minor impact on HRM practices, when compared with other factors. HRM function has several roles in an organization; which is being a strategic partner that integrates business and HR strategies; develops and strengthens business processes and provides essential HR services; satisfies personnel for their demands; increase organizational effectiveness and efficiency by creating change processes (Ulrich, 1998, cited by Rosman & colleagues, 2013).

2.1 External Environmental Factors

2.1.1 Changes in the International Economy

Today, the changes in the international economy affect all of the national economies in a short time. This is because of the integration of world economies. Accordingly, any recession in a country which is important in world economy, might easily stimulate same conditions in other economies. Therefore, in the unstable terms of world economy, the bargain between health center and hospitals can be harder. In other words, negative developments for economies would result in undesired situations. That is to say, employment rates would decrease, unemployment would rise up, and so the social status of workers weakens.

On the other hand, the stabilization or growth of world economy as a whole would affect any national economy in the positive way. So, the unemployment rates will decrease, the general wage and salary levels will increase, and as a result employees will be stronger. Thus, unions can gain more in bargaining for the rights of employees.

Besides, in this type of terms, top managements of organizations would also behave in the favor of their personnel because of the increased revenues. Therefore, human resource (HR) policies of companies would change in the affirmative way. In particular, positive developments in international economy would increase exportation rates.

This will enlarge manufacturing, which needs an increased employment proportion.

In Ethiopia, the economic crises in 2001 resulted in decrease of demand, and so manufacturing and employment.

Besides, many organizations cut the wages and salaries of their employees. At the same time, some firms practiced obligatory vacation for large numbers of their personnel which lasted almost a year. Again, in 2008, like many other countries, Ethiopia was under the influence of economic crises in which, similar results were observed.

Similarly, cite economic recession resulted in reducing workforce in Australia. In the same way economic trends, such as unemployment rate, would have influences on any achievement of an organization.

2.1.2 Changes in Technology/medical equipment's

Changes in technology could provide more appropriate infrastructure for mental and physical human health. To put it another way, any development in science and so, technology would make it possible to set up a better organizational substructure. Moreover, with this type of progress, also the incomes of business organizations will grow, which can be expected to improve the wages and salaries of employees. The increase in the number of technological alternatives or innovation in medical equipment's, functions might create a positive image for organizations. Which can increase patient satisfaction. Furthermore, changes in technology can make it possible to have improved human resource functions such as selection, recruitment, educating, training, performance appraisal or observing, determining wages and salaries. In addition, international developments in human resource management (HRM) can be learned faster; and, be implemented. Besides, all of the human resource functions can be practiced in a more effective way.

Changes in technology can also have negative impacts on human resource policies. This type of circumstance can decrease the need for labor, which can result in a lower employment level. As a result, the demand for qualified workers would be higher, so educating and training costs will increase. Also, policies, such as encouragement for retirement could take place more dominantly, which increases the spending of social security.

At the same time, technological developments can make some employees functionless, who are very valuable in conventional or old style manufacturing. of organization by retirement, breaking contract, or other ways. This can be called as social costs of technological developments. On the other hand, the need for qualified workers for using technology can increase personnel spending. Technological developments require flat organizational structures to allow highly qualified personnel demonstrate their creativeness. Accordingly, organizational managements employ staffs who are knowledgeable about information technologies; as a sign of changing HRM policy and strategy. Especially the prevalent usage of microprocessor based technology, affects recruitment, staffing, the knowledge, skills and abilities of workforce

2.1.3 Changes in the National Economy

Changes in the national economy directly or indirectly affects human resource activities of organizations, in terms of recruitment, employment, redundancy implications, compensation and rewards/salaries. As mentioned above, any recession in national economies might result in the reduction of workforce, or at least significant cuts in wages or salaries and social support spending. The significant interference of national economy on HR policies, organizations should predict the future of economy and plan their functions. Accordingly, economic conditions might have an important effect on labor force, by changing the type and number of personnel demanded. In other words, when an economy stabilizes, competition for qualified human resources increases.

The positive developments in national economies would increase labor demand, so the wages and salaries. The stabilization of internal economies strengthens belonging, togetherness, and cooperation because of satisfying outcomes which benefits both shareholders and personnel. Any downgrade in the stocks and market values would easily damage the relations between owners and employees.

The position of national economies, in terms of stability and wealthiest might attract qualified people from other countries, which gives better recruitment opportunities to organizations.

2.1.4 Areal Culture and Traditions

Natural culture and traditions may affect human resource management activities in terms of transferring related national characteristics to the employee's life. Behavioral types or attitudes of top managers and human resource managers are under the

influence of local culture therefore it has direct or indirect impacts on human resources activities. In countries that are more closed to the entire world, firms could have HR activities which are more affected from national characteristics, but this is related to the size, institutionalization level and international operations of those firms. The countries that are fully integrated to the international business and economics should have organizations which are more open to the impacts of universal culture. Large organizations are expected to be more open to international impact, because, this is essential for them to operate their duties..

National culture and traditions also affects HRM activities by changing ways of response of management for local sensitivities. Cultural values should be taken into consideration by organizations so that, not to confront public reaction for their actions.

Organizations should consider the values, myths, behavioral types, rituals, and expectations of society, when they are identifying HRM policy and strategies. Thus, organizations would be stronger in competition. Equally, if institutions put the ethics of people into account, it would be easier for them to behave in socially responsible way. The linkage between the differences of HRM practices and national cultures national culture is one of the important elements which determine organizational perspectives in establishing structure for effective HRM practices.

2.1.5. Industry/Sector Characteristics

Sectarian characteristics might affect human resources management activities in different ways. Sectors such as manufacturing, retail, marketing or chemistry, construction, food or services as education, and health shall create its own type of human resources management system. In some sectors, such as services in terms of education and health, or banking are required to be more sensitive to the needs of its human resources. Also, these industries are more dependable to the characteristics, skills and abilities of their human resource.

Some sectors offer higher general income level, such as health. On the other hand, some health sectors which depend on continuous technological development and innovation give higher personal satisfaction. In addition, it is easier to appraise performance because of their personnel focused work schedule.

Sectors such as mining and construction require highest sensitivity to work area security. In other words, firms in these types of industries should behave in accordance with the necessities of security to avoid compensation or penalties. In fact, these types of attitudes are necessary to protect human life, health and dignity.

Consequently, organizations should behave in a competitive way, which requires them consider the HRM strategy and policies of competitors, when they are identifying principles that schedule practice. For example, if an organization offers low wage or salaries, it would employ personnel, who have lower levels of skills,

2.1.6 Legislation /Regulation

All of the policies for human resource management should be in accordance with legal necessities. Organization should behave in the frame of regulations which are the implementation of law or putting it into practice. To put it more simply, also, law structures HRM practices, HRM implementations should be adapted to the regulations of countries. Therefore, the differences of HRM practices also depend on these legislation and regulations. Equal opportunity, occupational health, and Organization relations can be influenced primarily by the legislation. Legislation and regulation have impacts on every function and activity of an organization, the importance of government policies and legislation on strategic training and development activities.

Every organization should consider related law and regulation for any of its functions. Unclear or “empty” areas, in terms of the absence of law should be fulfilled by lawful actions. Accordingly, the labor inspectors control Organization for their related human resource practices and report any illegality that results in penalties. Legality of any function, say human resources function, makes the image of an organization stronger. Consequently, organizations should take national and international legislation into account while “managing” their human resource.

According to the current Ethiopian Constitution, no one can be employed in jobs which are not suitable to their age, gender, or strength. Equally, children and women, and people who have disabilities should be supported. Besides,

Everyone has a right to have a rest. In addition the conditions of retirement, as an obligation for Organization the employment of former convicts, and disabled people are all regulated by law.

2.1.7 Impact of Professional Organizations

The impact of professional organizations as consultants have also impacts on HRM. Today, there are many consultancy organizations like EPUC has working jointly with hider 11 hospital ,the university sent apparent students and also they sent senior physicians for helping the people for admit higher cases in every selected hospitals that support the society life. So, these institutions affect the HRM activities, soothe whole organizations as well.

There are many consultancy organizations which are in service for organizations from nongovernmental /go to large organizations operating in Ethiopia. Therefore, these organizations contribute increasing the quality of public health services functions, so the HRM. Thus, the level of satisfaction of patients also increases with products and services that respond their expectations.

2.1.8 HRM Staff’s Experiences in Other Organizations

The experiences of HRM staff of other organizations referral hospitals might also affect the HR implementations of primary hospital. In other words, any establishment in regional hospitals has opportunity to benefit from the accumulation of knowledge in

that sector. Accordingly, cases about any HR function in other organizations should be evaluated to take lessons, in order to prevent mistakes in current policies and practices.

It is clear that, every organization has special characteristics, which separate them from others. Equally, environmental conditions or factors that affect organizational structure and practices are contingent. However, this does not decrease the significance of integrating other institutions' experiences to organizational strategy, and practice. Competitiveness becomes harder day by day in business as in the entire world, which also presents countless examples for companies, related with any function.

Human resource management might set performance standards these standards should depend on the achievements through organizational purposes, in the frame business strategy. At the same time, these standards can also be determined in some parts, through the practices and results of competitors.

2.1.9 General Education Policies and Implementations in Ethiopia

General education policies and implementations determine the qualities of people, so the labor force.

Accordingly, universities and other schools of a country develop human resources, so affect the efficiency, productivity, and so profitability of organizations. Furthermore, every new personnel carry his or her experiences, so education and training to organizations.

If a candidate employee is ready to work, then the education, training and development costs of employer organization will minimize. Moreover, it would also affect HR outcomes such as performance, and turnover.

2.2 Internal Environmental Factors

2.2.1 Organizational Mission/Purpose

All of the organizations should behave through their mission statements. Mission statements demonstrate the framework that organizations should operate in. Therefore, it also determines the human resources policies, indirectly. As a mission statement shows the basic reason behind the foundation of an organization, it gives a base, in terms of orientation, to any function of it. Accordingly, human resources policies and practices should be consistent with this statement. On the other hand, these types of statements integrate functions through purposes. Mission statements facilitate both management's and employees' non routine decision making. In addition, an ideal mission statement can be the source of policies to motivate or inspire employees, with a content including words about excellence and societal benefit.

2.2.2 Organizational Strategy/Objectives

Organizational strategy reflects the set of methods to achieve purposes and requires the restructure of principles, rules, departments, simply mindset in an institution. The human resource policies of an organization should support activities to implement organizational strategy. Therefore, the selection, recruitment, education and development, performance appraisal and reward sub functions of HRM should be appropriate to the general strategy of establishment. The successful practices of human resource management sub functions facilitate to achieve objectives.

In other words, sufficient organizational outcomes can be gained easier through the adaptation of human resource policies to organizational strategy.

Every unit or function of an organization should adapt its strategy to organizational strategy. This is the necessity of strategy implementation for achieving goals. Therefore, human resource strategy or implementation should fit organizational strategy.

Establishments should consider targets, purposes, policies and strategies when they are designing and practicing their HRM functions .To put it more simply, plans for human resource

2.2.3 Actions of regional health offices (If Applicable)

Federal and regional health offices determine purposes and organizational strategy. Their philosophy and vision structure the framework for the policies of human resource management. Equally, Federal and regional health offices are responsible to form unified strategies across its branches. Therefore, human resource policies should also be a part of those common strategies.

Federal and regional health offices could also have priorities in terms of the policy of selection, recruitment, education and development, retain, wage and salaries, performance appraisal and social support. Accordingly, skills and abilities, education, experience, loyalty, political view, gender, ethnicity, or anti-discrimination can be the criteria or the source of HRM practice.

2.2.4 Size of the Organization

The size of an organization, which is very important for the extent of HRM activities, can be measured especially through the number of employees, amount of income for a year, or the sum of production. Accordingly,

HR practices, in terms of number of functions, will be higher in a large firm than a small or medium sized organization .Large organization should add many new dimensions to their HR implementations. Also, new developments or innovations in practices generally and continuously occur in large organizations, through their qualified, knowledgeable personnel, widened business horizon and sophisticated culture. To put it another way as a result or reflection of their size, generally have personnel management functions, which could include either simple or complicated activities.

The size of an organization is also significant for managerial style, in terms of autocratic or participative. Large organizations can be more democratic, so, their departments might be more autonomous.

In these types of establishments, decentralization is a necessity for an effective management. So, there is less control and more self-confidence. Conversely, small and medium sized organization generally has centralized organizational structure and so, managerial practice. Therefore, human resource of those firms is under close control of their managers.

2.3 Impact of Education and Training in HRM

The education and training of HR personnel clearly influences the organization of related activities. Accordingly, the skills and abilities of HRM employees or their expertise determines the methods and implementations of department. So, scientific methods are generally known or learnt in these units. Hence, the widely these types of instruments are used, the higher the organizational performances are. EPUC has highly qualified personnel in their functions, in HRM. These employees are both educated and trained internally, or employed from whom already are at these levels, in terms of skills and abilities.

2.4 Impact of Overall HRM Strategy

Business strategy is an important topic for organizations but our hospital has giving health service for the society. Accordingly, companies tried to integrate all their functions to their organizational strategy. Thus, human resource strategy is being widely integrated to their health care financing strategy by establishments to have a unified institution, in harmony. On the whole, the HRM strategy includes a macro perspective to HR issues focusing long term, and evaluating health service environment. Equally, HR strategy should be consistent with organizational strategy, to be practiced successfully. In addition, HR managers should be a part of organizational strategy planning process.

HR strategy includes every type of evaluation of HR of an organization. Therefore, it can be expected that, all aspects of human resource issue should be considered, if HR activities are strategy based. In other words, if there is no HR strategy, then other factors can directly or indirectly influence HR actions.

2.5 Cultural and Political Characteristics of Employees

Every person carries his/her cultural background to organizations which he/she becomes a member. Therefore, cultural characteristics as tendencies to be a hard worker, adaptable, self-oriented or cooperative can be significant factors affecting HRM practice. Equally, the feelings of belonging and loyalty, as assuming an organizational atmosphere like a home can increase personal and so organizational performance, are important dimensions or indicators. In other words, cultures that encourage cooperation could increase the outcomes of an establishment. Also, cultures those, which are exalting hard working behavior, would contribute organizational success. Cultural characteristics differentiate. Therefore, organization use training and education to achieve a unified organizational culture, which orients and motivates members to accomplish purposes. In other words, cultural diversity makes companies spend effort to integrate them.

Some organization gives importance to political backgrounds or approaches of their employees. Accordingly, these types of institutions generally operate in the bases of politics and for political purposes. So, they implement some of HRM functions depending on principles which have origins of politics. Moreover, promotion within an organization, or employing new personnel might also be realized through ideologies in those organization. In addition, the assessments of performance might be more tolerant to those who share the political ideologies of top management. In connection with this, others, who oppose the thought of top management, could work harder, not to be put out of that organization.

3. Methodology

In this survey it was aimed to identify the role and affection levels of possible internal and external factors on HRM activities, which were considered by HR managers in an organization. Moreover, it was also aimed to demonstrate the relationship or fit among internal and external elements that have impact on HRM. Finally, the relationships between size, sector, ownership type, origin country, city and internal or external environmental factors were also intended to reveal. The ultimate goal of this paper is mainly to set light on the environmental factors – HRM relationship under the hypothesis developed and to contribute knowledge base for managers with

3.2 Sample and Data Collection

To test the hypotheses developed between the couples of variables, a questionnaire as a method of data collection was conducted on a total of top 202 large hidar 11 hospital, between august to October 2018. Survey forms, and a stamp affixed and address written envelope were put in an envelope and sent. The questionnaire included a total of 26 items using 5-point Liker Scale. Also, survey form included 6 demographical questions. After conducting a pilot test on a group of 6 case teams, it was decided to continue with the rest of the questionnaires, on the same sample. Data obtained from those 30 questionnaires analyzed through the SPSS statistical package program, and 12 possible relations were tested.

The participants were from different case teams and wards: 46 (39%) delivery 2 (2.5%) nicu 15 (19%) farmacy8 (5.1%) laboratory, and 6 (2.5 %) or & surgical; as a total of 75 employees from 8 wards and case teams. The year of foundation changes between 1989 and 2018.

. Finally, as the “size” of organizations was taken as the number of employees, there were 8 case team and wards. Which have less than 202 employees.

A total of 26 items included in the questionnaire are grouped under 7 variables. The variable of “the impact of law and employees” is measured by 4 items, that of “the impact of literature and experiences” by 5 items, that of “the impact of culture and politics” by

4 items, “the impact of change” by 3 items, “the impact of actions” by 3 items, “the impact of priorities” by 2 items, and that of “the impact of structure and strategy” by 2 items.

According to the reliability tests conducted on these 7 variables, all the scales are found to be reliable (Cronbach’s Alpha > 0.70). In order to test the content validity of the scales used, the views by 4 academics from the same organization were taken, and all the scales are also found to be valid by a mean of, 90 agreement points by these academics.

The results of factor analysis revealed seven factors. Besides, the reliability analysis showed that the scale was reliable (Alpha = .9035). According to the factor analysis there are seven types of dimensions achieved. These are, “the impact of law and employees”, “the impact of literature and experiences”, “the impact of culture and politics”, “the impact of change”, “the impact of actions”, “the of priorities” and “the impact of structure and strategy”.

As it can be seen on Table 2, the factors affecting HRM activities are in the following order: “The priorities of top management” has a mean of 4.24, which is the highest. Accordingly, this result shows that the priorities of top management are the most important factor affecting HRM practices. In other words, HR managers give more importance to this element. The second factor is the related law or legislation/regulation (4.21). The changes in national economy (4.13) and the qualities of employees (4.13) are at the same ranking. Also, organizational strategy/purposes (4.08) (excluded), size of the organization (4.05), changes in technology (4.0385), organizational mission/vision (4.0380) (excluded), and organizational structure (4.01) have means over 4.

The second group includes “change in the international economy” (3.84), impact of an overall HRM strategy (3.84), history/traditions/past practice (3.78), impact of education and training in HRM (3.75), actions of competitors (3.70), priorities of line managers (3.64), HRM theory, and research and literature (3.54), and general education policies and practices in Ethiopia(3.54).

The third group includes items which has values under 3.5. Accordingly, these are national culture (3.37) (**excluded**), issues of power and politics (3.37), professional organizations/consultancy (3.35), cultural/political characteristics of managers (3.32), political developments in (3.25), wards and case teams.(3.22), cultural /political characteristics of employees (3.10), HRM staff’s experiences in other organizations (2.98).

Due to the fact that, the data did not show normal distribution for the variables C1, C4, and C6, they were transformed to achieve normal distribution. Then, a correlation analysis was conducted with the continual variables obtained from factor analysis, as some of them transformed.

Correlation results among variables and structure and strategy (.339; .002). Moreover, the impact of change” is positively and significantly correlated with the impact of actions (.433; .000), and strategy and structure (.452; .000). In addition, “the impact of actions” is significantly related with “the impact of structure and strategy (.515; .000). Finally the impact of priorities” is positively associated with “the impact of structure and strategy.

4. Discussion

The results of the research reveal that priorities of top management” is the most important factor affecting HRM activities. Equally legislation/regulation changes in the national economy qualities of employees /sector characteristics size of the organization changes in the technology, and organizational structure are other high ranking factors affecting the HR practices, which have a mean of below.

It is clear that top management priorities are the elements that are considered at the first hand. This result shows the importance and effectiveness of top management in an organizations. Similarly, legislation is also a necessity that every institution has to take into account and obey. Therefore, these two findings reflect the reality that, establishments experienced. On the other hand, changes in the national economy directly or indirectly affect any function of an organization. So, again it should be considered, and should be responded effectively. Similarly,

health/sector characteristics” also shapes business functions. At the same time, the “qualities of employees” is an important variable that to determine the frame of HRM activities. Moreover, “the size of the organization”, and “organizational structure” are among the internal factors that the management of EPUC give priority while deciding their HRM plans and implementing it.

The “impact of an overall HRM strategy” is considered in a high-moderate level. Accordingly, this shows that “strategy” is an important variable which structures the HRM practices of the hospital, which are in the frame of the sample. Equally, as it is expected, organizations in the sample, have a strategic view for this function. In relation with this, it is clear that, the “history/traditions/past practice” of an organization. “The impact of education and training in HRM”, “HRM theory, research and literature”, and “general education policies and practices in Ethiopia” provides bases for that “strategy”. Similarly, the “actions of competitors” supports strategic analysis as an external element, in moderate level.

It is a striking result that, “the issues of power and politics” is not an important element for decision makers of HRM. Similarly, the “cultural/political characteristics of managers”, and the “cultural/political characteristics of employees” are considered in a low level. So, these can be indicators of a peaceful organizational climate that generally successful organizations have. On the other hand, the impact of “professional organizations” is also a relatively “not usually” considered element. Accordingly, it can be said that, these large firms have powerful, expert, complicated, and sophisticated HRM departments that, they rarely need consultancy

from professional organizations. Finally, the “HRM staff’s experiences in other organizations” gets the lowest mark, that supports the previous result.

The results revealed that, internal and external environmental factors are significantly associated. Similarly, it was found that, variables are significantly correlated. This reflects a positive situation for the scale. Also, it demonstrates how interrelated the variables are. On the other hand, it was achieved that, there is no relation between size and environmental factors. This implies that, similar organizations have similar implementations.

The results of data analysis also revealed that, there is no link between internal or external environmental factors that have impact on HRM activities, and ownership type, or the city of an organization.

Accordingly, these findings can be related to the equivalence of organizations that are in the sample. To put it more simply, these companies act through the guidance of scientific knowledge, which unifies their responses to current business requirements. In other words, these institutions behave in the frame of an analytical approach to business functions. Therefore, size, ownership type, industry type or the city of an organization does not change. Employees in EPUC leave the organization because of different reasons like family problems for better duty payments, better organizations for chance to next education. Their consideration for HRM related environmental elements. On the other hand, these findings also demonstrate how similar the environmental dimensions, which organizations confront, are.

5. Conclusion

This paper has investigated the environmental factors affecting HRM policies and practices of EPUC and, has shown that organizations take these internal and external elements into consideration in a high or at least moderate level in general. It was also shown that the internal and external environmental factors are mostly positively and significantly associated. The results of this research supported the hypotheses, which propose no positive and significant relationship between industries, city an organization, ownership type, country of origin and internal and external environmental factors. At the same time, it was also seen that, the sizes of organizations are associated with environmental elements, which are taken into account during HRM processes. In general, therefore, it seems that further researches are needed to test the impacts of the more environmental factors on HRM strategies, policies, and implementations.

This study has found that the HR managements of EPUC. Generally take many environmental factors into account. Moreover, EPUC consider or being affected both internal and external elements of organizational environment, when determining HR policies. Also, the impact of an overall HRM strategy is one of the high ranking elements that shape HR actions of these companies; which show that, these institutions generally have strategies for their HR activities. Consequently, these findings reflect the current reality that, business environments becoming more complex day by day, that should be considered effectively. In other words, the number of environmental elements increases, and they are changing in a fast way. Further investigation should be realized with more environmental factors, with a larger sample. Furthermore, organizations of different countries should be compared for their environmental system that shape HR planning and implementations. This research will serve as a base for future studies and encourage associating and searching the relationships of the environmental factors, with their HRM practices. This research has thrown up many questions in need of further investigation. The current study found no relationship between dependent and independent variables. So, further work needs to be done to determine the related association in details, on different kinds of samples, in different countries.

This study may enhance the understanding of the environmental factors and extend the concept while relating it with the HRM practice. Although the results have not supported some of the previsions, the attempt to control and consider all of the environmental elements should be continued.