

HUMAN RESOURCE MANAGEMENT CHALLENGES AND PRACTICES IN PUBLIC SECTOR: THE CASE OF ADAMI TULLU JIDO KOMBOLCHA WOREDA, ETHIOPIA

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Abstract

The study was mainly focused on human resource planning, recruitment, selection and placement challenges and their practices. In doing so, a descriptive survey research method was employed. To this end, managers, non managerial employees, and different stakeholders were the participant of the study. Purposive sampling and systematic random sampling techniques were employed to select the institutions and respondents. Questionnaire, interview and focus group discussion were instruments used for the purpose of collecting data. The data were analyzed using SPSS computer software and findings show the practice of human resource management with regard to human resource planning, recruitment, selection and placement are not working well.

Key words: Human resource management, challenges, practices

1.INTRODUCTION

In a current knowledge-based economy, organizational value creation activities are highly influenced by the quality of a firm's human resources (Collins & Smith, 2006). So that, Human resource management is fundamentally about matching human resources to the strategic and operational needs of the organization and ensuring the full utilization of these resources. It is also

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about those aspects of employment practice that concerned with welcoming people to the organization and, if there is no alternative, releasing them. Comprehensively, (Lawler and Edward E, 1992) argue that for organizations in many industries to be competitive, they must have highly skilled and knowledgeable workers. They must also have a relatively stable labor force since employee turnover works directly against obtaining the kind of coordination and organizational learning that leads to fast response, high-quality products and service.

Public and nonprofit organizations are finding themselves having to confront a variety of economic, technological, legal, and cultural changes with which they must cope effectively if they are to remain viable. The key to viability is well-trained and flexible employees. To be responsive to the constantly changing environment, agencies must integrate their human resources management (HRM) needs with their long-term strategic plans (Pynes, 2004)

In a human resource management, there are different types of functions to be practiced for the success of organizational strategic goal achievement. Some of the basic functions that have been provided by human resource management are Human Resource planning, Recruitment & Selection, placement, performance appraisal, Training and Development, compensation and benefits administration, movement and separation are among the functions considered by different scholars as very important for organizational effectiveness. In order to be effective in achieving their organizational goals and objectives, organizations need to keep strong linkage among these HRM functions and their alignment with strategic business plan of the organizations. But as indicated by different surveys, there are different causes for the failure of human resource planning. These are related to inadequacies in broader strategic management process and lack of precision in business operating plans.

On the other hand, if Human resource management is concerned with the development of an integrated package of policies towards the management of people, then recruitment and selection represent vital stages in the determination of which employees will be able to benefit from such policies. (Watson, 1994) refers to recruitment and selection as the processes by which organizations solicit, contact and interest potential appointees, and then establish whether it would be appropriate to appoint any of them. Once proper human resource planning has been

done in an organization, it is simple to jump to the consecutive function that is the recruitment and selection of employees. Although, recruitment and selection are a vital function in the organization, slightest mistake will lead to a square peg in round hole. In the long run, these people would be a less effective in their performance and liability to their organization.

The ultimate purpose of selection is placement, or fitting a person to the right job. Placement of Human resource should be seen as primarily a matching process. How well an employee is matched to a job affects the amount and equality of the employee's work. This matching also directly affects training and operating costs. Individuals who are unable to produce the expected amount and quality of work can cost an organization a great deal of money and time. Therefore, selection and placement activity typically focus on applicants' knowledge, skill and abilities. The person/job fit is a simple but important concept that involves matching the KSAs of people with the characteristics of jobs (Robert L. Mathis, 2006)

Nonetheless, organizations at the local Government are with a plenty of burdens to properly manage their human resources and utilize effectively. In this study, the researcher was attempted to look into the HRM situation and propose remedial recommendations which would be helpful to mitigate problems associated with.

1.1. Problem Statement

Audretsch and Thurik (2000) argue that effective human resource management practices are becoming increasingly important in the new “knowledge-based” economy as companies face different challenge of the need for more highly trained employees coupled with a shortage of qualified labor. In addition, the context of New Public Management or public sector reform (PSR), require decentralization and effective human resource management as crucial strategic policy elements of concern in the implementation of reforms in both developed, transitional and developing countries. To this end, aiming to provide effective service in the local level, the Government of Ethiopia, in the year, 1995 decentralized the country's civil service sector power. But this action is somehow new to the sector at lower level as comparison to the past system. Because of this process of decentralization, many employees are not satisfied with the new arrangement in relation to placement to *woredas*' posts.

For the effective implementation of decentralization policy and to manage civil servants in a fair, open and efficient manner, while focusing on achieving the goals of the government and satisfying the requirements of internal and external clients, the government has initiated the reform on HRM component of the civil service since 1996 to-date under the leadership of the then Federal Civil Service Agency (FCSA) and today's Federal Ministry of Civil Service (MoCS).

Despite these efforts, study about Ethiopian HRM that has been undertaken by AH consulting, (2010) at national level indicates that there are weaknesses across the civil service in HRP. Its survey of 2008 on *woreda* and city benchmarking revealed that only 25% of the institutions surveyed had adequate staffing level while 75% had inadequacies in staffing. Similarly, Nigussie, (2009) in his study of capacity building for decentralized government, indicates the case of Adami Tullu Jiddo Kombolcha *woreda* as there was a critical shortage of human resources both in quality and quantity. Empirically he identifies as, out of the total establishment of 369 positions, only 68.6% of them are filled. These indicators can provide evidence that the human resource management at the local government is not as expected. On the other hand, studies on the issue of human resource recruitment, selection and placement at different structural level indicates the practice of these functions require some improvement. For example, Adebabay, (2006) noted that problem of high incompetence and lack of effective personnel to undertake all rounded human resource recruitment and selection test exist.

In today's Ethiopian transformational period it would be unrealistic not to recognize the significance of human resource management functions in realizing organizational effectiveness in every sectors at all levels. According to Huang (2000), HRM practice is one area that influences employees' intention to leave, levels of job satisfaction, and organizational commitment. Hence, it is expected from all managers and supervisors to be concerned with it and have to consider ways and means to improve the practice of human resource management to achieve organizational effectiveness.

Therefore, the major purpose of this study is, to assess the prevailing practices of HRM in Adami Tullu Jido Kombolcha *woreda* of East Shoa Zone in Oromia National Regional Governmental State. Furthermore, the study has also investigates the challenges that hinder effective utilization of human resources in the *woreda* and describe its effects. Accordingly, the investigator has raised the following basic questions for addressing the major problems encountered human resource utilization:

1. How are the practices of HRM functions such as human resource planning, recruitment, selection and placement are inter-linked to each other and aligned to organization's strategic plan?
2. What are the causes for the problems associated with the practices of HR planning, recruitment, selection and placement?
3. Why do the factors causing the challenges associated with HR planning, recruitment, selection and placement are occurred in the *woreda*?
4. What mechanisms are utilized to overcome the problem of human resource planning, recruitment, selection and employee placement?

1.2. Objectives of the study

1.2.1. General Objective

The general objective of the study is to assess the prevailing human resource management practices and its challenges in Adami Tullu Jido Kombolcha *woreda* of East Shoa Zone.

1.2.2. Specific Objectives

The specific objectives of the study are:

- To assess the practice of human resource planning, recruitment, selection and placement
- To check the practices of inter-linking selected HRM functions
- To assess prevailing alignment between HRM functions and organizational strategic business plan
- To identify challenges as a result of prevailing practices of HR planning, recruitment, selection and placement
- To make a necessary suggestions based on findings of the study

1.3. Significance of the Study

Since the preceding function has an effect on the succeeding functions, this study looks at the implication of strategic business plan on human resource planning practices and assesses how HRP is affecting recruitment, selection and placement. Furthermore, it also sees the implication of recruitment and selection practices on the placement of employees in the *woreda*. Although many studies have been conducted on the area of human resource management, only few of them are concerned with the interrelationship of its functions. Some studies only human resource planning, others study only recruitment and selection and others may study employee performance appraisal separately. Studying the HRM functions of an organization and their linkage has various advantages, in this particular case; the study will add on the existing literature on the practices of human resource management in public sector and propose ways of enhancing harmony and good performance in service delivery for civil servants at *woreda* level. Finally, the study can contribute an insight for HRM policy makers, for the *woreda* administration to reform itself and can be used by other researchers as a stepping stone to conduct further study on the area.

1.4. Scope of the Study

Because of its manageability the study will be delimited to five purposively selected sector institutions of Adami Tullu Jido Kombolcha *woreda* of East Shoa Zone in Oromia National Regional Governmental State. It is particularly delimited to Civil Service and Good Governance, *woreda*'s Administrative office, Education, Health, and Agricultural Offices with respect to the practice of their human resource planning, recruitment, selection and placement of employees. In the study both managerial and non managerial employees of these five sector offices have been included.

1.5. Limitation of the Study

The study is conducted only at five selected offices; these offices are the representative of other public sector offices in the *woreda*. The outcome of this study is based on how the human resources are managed at the five assessed institutions, and is not automatically generalized to how human resources are managed in all institutions of the *woreda*. Nevertheless, research outcomes are generalized with provisos. Similarly, it is impossible to cover the whole HRM

functions due to time and cost constraints. Therefore, this research limits itself to only four HRM functions: human resource planning, recruitment and selection and employee placement. On the other hand, the researcher has largely depended on the information from respondent through questionnaire, interview and group discussion. In this research, cooperation and honesty of the respondent is extremely important. But, some of people interviewed, those filling the questionnaire and those discussed with were not responded as expected. However, the researcher was overcome these pitfalls of negative action by cross checking from different sources.

2.METHODOLOGY

2.1. Introduction

This section deals with the method and procedure of the study and which includes research design, sources of data, instruments of data collection, sample size and sampling techniques, procedures of data collection, data analysis techniques and ethical considerations.

2.2. Research Design

The primary aim of this study is to describe the human resource management practice. To achieve this objective, descriptive type of research design is employed. The descriptive type of research design helps to portray accurately the characteristics of a particular individual, situation or a group (Creswell, 2003). So, in this study the descriptive research design is employed to describe the human resource management practice of the woreda. The approach enabled the determination of the level of practice of HRM and identification of the gaps in implementing the HRM policies, procedures and manuals based on the perception of managerial and non-managerial employees. To this end, adequate data are gathered from sample respondents using proper data collection tools.

2.2.1. Research Approach

The mixed research method was considered to be very efficient in answering research questions compared to the quantitative and qualitative approach when used in isolation (Creswell, 2003). Therefore, by using a mixed approach the researcher capitalize the strength of quantitative and qualitative approach and remove any biases that may exist in any single research method.

2.2.2. Research Methods

This study employed a descriptive, particularly a survey type of research. (Mugenda, 1999) define a descriptive survey research as a process of collecting data in order to answer questions concerning the current status of the subject under the study.

This method is generally broad in scope and more relevant to determine opinions of a specific population, tapes the knowledge and experience from those who were familiar with the issue. Moreover, the researcher chose the descriptive research, because it was low cost and often involved the description of the extent of association between two or more variables. Therefore, this method is used to describe the prevailing practice and challenges in the process of implementing HRM at the study area.

2.3. Data Sources

In order to realize this study, information is gathered from different sources that are believed to have enough exposure to human resource management practice in the *woreda* under study. Hence, the researcher has dealt with both primary and secondary data. Reliable and valid information are gathered from these sources. This is done to enhance the minimization of bias and reduce the subjectivity of the research findings. This data include both qualitative and quantitative data type.

2.3.1. Primary Sources

Primary sources of the study include those personalities (managerial and non managerial employees, employee representative, employee union and experts in employment agency) at the *woreda* and rural kebele level who are envisaged to play a role in the implementation of HRM practices. Since the practice is mostly implemented on employees of the organization, the data were collected from non managerial employees. To substantiate the finding of the study, semi structured interview was conducted with HR managers of selected organizations and focus group discussion was conducted with employee representative, employee union and experts from employment agency. Generally, four HR managers have participated in semi structured interview and eight individuals were included in focus group discussion.

2.3.2. Secondary Sources

The secondary sources were gathered in relation to the assumed variables of the investigation such as human resource planning, recruitment, selection and placement related literature, reports, articles on the journals, different practice on HRM and police guidelines was reviewed on the assumption that it may help the researcher to gather directly the second hand information with regard to human resource management.

2.4. Data Collection Instruments

The data for the study were collected using both quantitative and qualitative data collection instruments. The quantitative data collection instrument includes structured and unstructured questionnaire whereas, the qualitative tool includes semi- structured interview and focus group discussions. Both managerial and non managerial employees were participated in filling questionnaires specifically; HR managers were participated in interview. On the other hand, employee representatives, employee union and experts from employment agency at local level were participated in focus group discussion.

2.4.1. Unstructured questionnaire

This instrument is selected as data gathering tool since it helps to get data from many people; it is free from researcher's bias and it is cost effective relative to other methods. A total of eighteen close ended and two open ended questions are presented to the respondents.

2.4.2. Semi-structured interview

Semi-structured interview was conducted based on a formally structured schedule of interview questions. HR managers at the *woreda* level were involved in the interview. In this regard, four HR managers were interviewed.

2.4.3. Focus Group Discussion

In order to gather data about the existing situation with regard to the practice of HRM and its challenges from the stakeholder's point of view, the focus group discussion was arranged. The participants for focus group discussion were representative of employees, employee union members and experts from employment agency at the *woreda* level. The group consists of five

participants (representative of employees) from sampled organization, three participants from employee union and two participants from employment agency and a total equals 10 participants and the discussion took place in the *woreda* administration meeting hall.

2.5. Sampling Techniques

In the *woreda* of under study there are 28 sector institutions which have 1523 permanent employees and 42 temporary employees and it has a total of 1565 government employees including those who are working at rural kebeles level. Therefore, the study population is all the employees in public sector of the *woreda*. But, the researcher takes 5 (18%) institutions out of these 28 institutions with purposive sampling technique, because two institutions (Civil Service & good governance and *woreda* Administration office) are mainly concerned with the management of human resources in the *woreda*. The other three institutions (Education, Agriculture and Health offices) were taken because of their socio-economic importance and they have employees at the rural kebele level. The employees who are working in these sampled five institutions were considered as sampling frame of the study. Since human resource managers of these institutions, are supposed to have more information than others, purposive sampling technique was used in order to contact them while collecting data.

Sampling frame consisting of a list of 209 employees of Civil Service & good governance Office, *woreda* Administration Office, Health protection Office and Agriculture Offices was used to draw sample from target population. To this end, the researcher has taken the sample as follows using the formula suggested by Kothari, (2004):

$$n = \frac{N}{(1 + N \cdot e^2)}$$

Where: n: the sample size

N: the number of target population

e: the margin of error

$$\text{Therefore, } n = \frac{209}{1 + 209 \cdot 0.05^2} = 137.27 \text{ (for convenience 137 employees were taken)}$$

To take the sample proportion: $\frac{137}{209} = 0.6568 \approx 66\%$

Table 3.1 List of Sampled Institutions their Population and Samples

No	Name of Institutions	Number	percentage	Sample
1	Civil Service & good governance office	48	66%	27
2	Health protection Office	27	66%	18
3	Agriculture Office	42	66%	34
4	woreda Administration Office	52	66%	32
5	Education Office	40	66%	26
	Total	209		137

Finally, the sample size is 137 employees who were selected using systematic random sampling from the list of employees on the payroll in their respective organizations.

2.6. Data Analysis

The study employed both quantitative and qualitative approaches to analyze the data collected.

2.6.1. Quantitative Data Analysis

To make the computation more precise, dependable, simple and time saving, the raw data collected through questionnaire are organized into SPSS computer software.

The data collected were analyzed by using descriptive data analysis techniques. Specifically, frequency, percentage and cross tabulation are used.

2.6.2. Qualitative Data Analysis

Qualitative data gathered using questionnaire, key informant interviews and focus group discussion were coded and categorized manually. Thematic areas in a way they answered the specific objectives of the research were formulated under each area, a summarized discussion of responses was explained in order to triangulate with the quantitative data.

2.7. Reliability of the Instrument

After the questionnaires were prepared the researcher has consulted experts to polish it. Then, before the actual dissemination of the instruments for a full scale survey, a pilot test was made on

three selected institutions of the *woreda*. A total of 12 individuals from Agriculture, Education and *woreda* Administration office were involved in the pilot test.

2.8. Validity of the Instrument

Even though a given instrument is found to be reliable, it cannot be said that it is valid. As a result, to insure the validity of the instrument the researcher has tried to consult literatures so as to adapt the items of this specific survey. Moreover, to maintain the validity, a comment of CPA expert, *woreda*'s HRM experts and individuals with the knowledge of HRM were incorporated. Expert reviews which have resulted in modification of the instruments were also consulted. For the clarity of the instrument, the English version was translated to Afan Oromo and checked for alignment. Accordingly, some questionnaires were found to have a dual meaning and believed to create confusion on respondents. Hence, a few of them a removed where as the others were modified.

2.9. Data Presentation

Data presentation techniques were used depending on the nature of the data. The quantitative data are presented using tables, percentages, charts and narrative descriptions. The qualitative data were presented using narration and both the data obtained from interview and focus group discussion were triangulated with the quantitative data to make the finding meaningful.

2.10. Limitations

In the endeavor of this study, the researcher has encountered with such limitations like difficulties in obtaining accurate, adequate, reliable and detailed information on the study variables due to inadequate record keeping and data management of *woreda* Administration and Government sector offices in the *woreda*. In addition, absence of willingness by some respondents, officials and process owners to provide relevant and adequate data necessary to carry out the study and distribution of the background of variables such as age, sex and occupation of respondents may do have an influence on the result of the study.

2.11. Operational Definition of Variables

Prevailing Practices used to indicate the currently existing situations with regard to the administration of human resources in the *woreda*.

Challenges are the hindering factors that are affecting the effective utilization of human resources in the *woreda*.

Inter-linkage is the connection between one human resource function and the other human resource functions.

Alignment used to indicate the alliance between human resource functions and organizational strategic business plan.

Employees are government works who are working in the *woreda*.

Human Resource Planning used to say a process by which an organization ensures that it has the right number and kinds of people at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organization achieve its overall objectives.

Recruitment used to indicate the process of attracting a number of candidates who have appropriate qualifications related with the job specification that has already been produced at the preliminary stage of recruitment.

Selection is the process of choosing an individual from a group of recruited candidates those suited for particular job.

Placement used to say the process by which an organization assigns its workforce to the job according to their knowledge, skills and ability (KSA) that best fit with the job specification.

3. PRESENTATION, ANALYSIS AND DISCUSSION OF DATA

3.1. Introduction

The objective of the study is to assess prevailing practices of human resource management in Adami Tullu Jido Kombolch *woreda*. To this end, Samples are taken from five organizations consequently, managerial and non managerial employees are given a questionnaire and human resource managers of the respective organizations are interviewed in order to cross check with the data collected from others through questionnaire and focus group discussion.

In this part of the study the data collected through both quantitative and qualitative instruments such as questionnaire, interview and focus group discussion are presented analyzed and

interpreted. The finding of both quantitative and qualitative approaches are also triangulated and used for summary and findings of the research.

3.2. Quantitative Data Analysis

The raw data obtained through questionnaire are analyzed by the SPSS computer software that enables the computation precise, dependable and time saving. Hence, quantitative data collected are analyzed using descriptive statistics such as frequency, percentage, cross tabulations; and these are employed to compare the weights of independent sample groups.

3.2.1. Response Rate

The researcher distributed a total of **137** questionnaires during the study period out of which only **119** were returned with **87%** of return rate and **18** questionnaires were unfilled with **13%** of unreturned rate. No questionnaires were discarded due to missing data. Therefore, **119** questionnaires were considered for the study as respondents working in selected organizations.

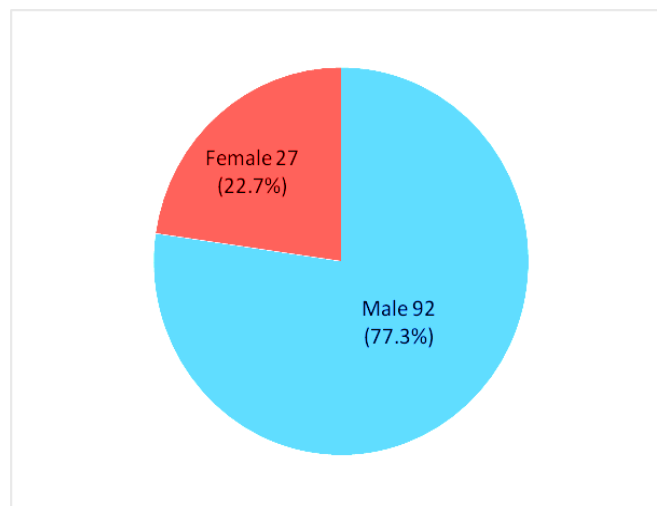
3.2.2. Analysis of Respondents Response

3.2.2.1. Characteristics of the Respondents

In this part of analysis, the characteristics of the respondent in public sectors of Adami Tullu Jido Kombolcha *woreda* are assessed. To this end, some indicators of the characteristics of the respondent such as sex, age, qualification, their position in their respective organization and work experience have been identified in the study and the results were presented, analyzed and interpreted in the following manner:

3.2.2.1.1. Characteristics of Managerial and Non Managerial Employees

Figure 2 Gender Distribution of the Respondent



Source: *field survey of the author, 2013*

As it can be seen from the figure 2 above, the sex distribution of the respondents indicates that 77.3% are male respondents and 22.7% are the female respondent. In fact, the Ethiopian Civil Service Proclamation No. 515/2007 for employment has stated that there should be equal employment opportunity for all citizens. However, UN, (2004) states the number of female employees in Ethiopian civil service is lower in significant figure to that of male. This study also confirms the number of female is by far less than 50% of the total. This implies there is unproportional number of male and female in public sector of the *woreda* under study.

Table 4.1 Respondent's Current Position * Age of Respondent Cross Tabulation

Position of respondent	Age of Respondent					Total (N, %)
	below 25 (N, %)	26-35(N, %)	36-45(N, %)	46-55 (N, %)	>56(N, %)	
Managers	2 (11.76%)	11(64.72%)	2(11.76%)	0 (0%)	2(11.76%)	17 (100%)
Expert	11 (11.58%)	49 (51.58%)	26 (27.37%)	9 (9.47%)	0 (0%)	95 (100%)
Total	13 (11.62%)	60 (53.57%)	28 (25%)	9 (8.1%)	2 (1.8%)	112 (100%)

Source: field survey of the author, 2013

Table 4.2 indicates the age distribution of respondents against their current position. As it can be seen from the table above, majority (64.72%) and (51.58%) of the managers and experts respectively are aged between 26-35 years old and the second largest group (27.37%) are the experts whose age is between 36-45 years old.

This indicates most of the employees in the *woreda*'s public sectors are found in the productive ages. It can be strengthened by the data shown above which indicates (11.76%) of the managers and 11.58% of the experts are still younger than 25 years. On the other hand, since more than 90% of the respondents are aged above 25 years old, the finding from this study is coincides with Ethiopian civil service proclamation No 515/2007 which states the age limits to be eligible for employment in public sectors is 18 years and above.

Similarly, majority of the managers are also aged between 26-35 years old and this implies that currently existing government system is inviting the young employees to participate in managerial positions.

Table 4.2 Gender of Respondent * Qualification of Respondent Cross Tabulation

Gender of respondents	Qualification of respondents				Total
	Diploma	BA/BSC	MA/ MSC	Other	
Male	59(49.6%)	28(23.5%)	1(0.8%)	2(1.7%)	90(75.6%)
Female	24(20.2%)	4(3.4%)	0(0.0%)	1(0.8%)	29(24.4%)
Total	83 (69.8%)	32(27.9%)	1(0.8%)	3(2.5%)	119(100%)

Source: field survey of the author, 2013

Table 4.2 indicates the description of the respondents by qualification against their sex. Out of the total number of respondents 49.6% are male diploma holders and 23.5 % are male BA/BSC degree holders. On the other hand, 20.2% are female diploma holders and only 3.4% of the respondents are female degree holders. Since the majority of employees are diploma holders, one can easily understand that the *woreda* has less number of highly qualified workers.

When we compare the level of education with sex of the respondents, it is clear that less number of female respondents is learned more than diploma level. This implies, though the Government is taking affirmative actions to equalize the number of female and male in education, it still require further enhancement of female participation in education.

Table 4.3 Gender * Respondents' Current Position Cross Tabulation

Gender of respondents	Respondents' current position		Total
	Managers	Expert	
Male	14 (82.4%)	66 (73.3%)	80 (73.3%)
Female	3 (17.6%)	24 (26.7%)	27 (25.2%)
Total	17 (100.0%)	90 (100.0%)	107 (100.0%)

Source: field survey of the author, 2013

In view of the description of respondents' gender against their current position in their respective organizations, table 4.3 indicates that 82.4% of the total managers are male and 17.6% are female managers. On the other hand, out of the total experts 73.3% are male and 26.7% are female while 12(10.1%) of the respondents did not respond about their current position in their organization.

From the above table the issues of gender balance in the managerial position and its impact on the morale and performance of female employees can be interpreted. As it is already mentioned above, out the total of 17managers only 3 of them are female managers. This gender imbalance of the managers has a negative implication on the management practice of female employees. It can also be the indicator for inequality of employments in the public sectors of the *woreda*. These can also be a cause for unreceptive environment for female managers in public sectors to demonstrate their performance.

Table 4.4 Respondent's Duration of Service in Current Position * Respondent's Current Position Cross Tabulation

Duration of service in current position	respondent's current position		Total
	managers	expert	
<3years	7 (41.2%)	21 (22.1%)	28 (25.0%)
3-6years	3 (17.6%)	37 (38.9%)	40 (35.7%)
7-10years	4 (23.5%)	16 (16.8%)	20 (17.9%)
>10years	3 (17.6%)	21 (22.1%)	24 (21.4%)
Total	17 (100.0%)	95 (100.0%)	112 (100.0%)

Source: *field survey of the author, 2013*

The study also sought to find out the years of service the respondents have rendered to the organization on their current position to enable us put their responses into proper perspective. Accordingly, table 4.4 indicates that the majority of the managers (41.2%) have the service of less than three years in their current position. whereas, majority of the experts (38.9%) have the work experience of 3-6 years on the current position. 23.5% of manager have 7-10 years work experience on their current position and 17.6% of managers and 22.1% of experts have > 10 years of work experience on their current position. This implies that organizations are

undertaking timely job rotation for managers in order to avoid boredom of employees on a single position.

However, majority of the managers and experts have an experience of more than three years in their current position. This also implies there is a relative stability of workforce once they are assigned or placed on one position.

3.2.2.2. The Practices of Human Resource Management

This part deals with the presentation, analysis and discussion of data related with the practice of human resource management in public sectors of Adami Tullu Jido Kombolcha *woreda* that has been gathered from target respondents. It specifically deals with the practice of Human resource planning, recruitment, selection and placement of employees. Hence, the main part of questionnaire is going to be discussed under this section.

Table 4.5 Views of Managers and Employees about the Service Quality in their Organizations

How would you rank the service provided by your organization?				
	Frequency	Percent	Valid Percent	Cumulative Percent
Excellent	32	26.9	26.9	26.9
Good	55	46.2	46.2	73.1
Fair	29	24.4	24.4	97.5
Poor	3	2.5	2.5	100.0
Total	119	100.0	100.0	

Source: *field survey of the author, 2013*

Since the quality of human resources management of any organization is measured by the performance of their organization and organizational goal achievement, employees and managers were asked to rank the level of service provided by their respective organizations. Accordingly, as indicated in table 4.5 majority (46.2%) of the respondents has ranked the quality of service in their organizations as a good quality service, 26.9% of the respondents rank it as excellent quality services. But, small number (24.4%) of the respondents rank it as fair and only 2.5 % of them were responded as the service delivered by their organization is poor. Though these responses were from supply side, from the data presented implies that employees of these

organizations were performing well regardless of their less qualification and prevailing HRM practices.

Table 4.6 Responses about Organization's strategic Plan, human resource plan and their alignment

Does your organization have a five years organizational level strategic business plan?				
Response	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	111	93.3	93.3	93.3
No	2	1.7	1.7	95.0
I don't know	6	5.0	5.0	100.0
Total	119	100.0	100.0	
Does your organization have a strategic Human resource plan?				
Yes	103	86.6	86.6	86.6
No	0	0	0	86.6
I don't know	16	13.4	13.4	100.0
Total	119	100.0	100.0	
Is the human resource plan of your organization aligned to the five years organizational plan?				
Yes	70	58.8	58.8	58.8
No	27	22.7	22.7	81.5
I don't know	22	18.5	18.5	100.0
Total	119	100.0	100.0	
Does your organization analyze employee requirement of the organization periodically?				
Yes	80	67.2	67.2	67.2
No	24	20.2	20.2	87.4
I don't know	15	12.6	12.6	100.0
Total	119	100.0	100.0	

Source: *field survey of the author, 2013*

In addition to the information gathered from secondary sources, respondents were also asked about the organizational level strategic business plan and strategic human resource plan. This has been done to check the employees' awareness about the strategic business plan and strategic human resource plan and to see the alignment between the two plans. To begin with, as indicated by table 4.6 part one, they were asked the question of whether their organizations have a five years organization level strategic business plan and their responses were presented as follows. 93.3% of the respondents were admitted that their organizations have a five years strategic business plan. The rest 5% of the respondents do not know whether their organizations do have five years organizational strategic business plan or not. This implies that public sectors are guided by the strategic business plan which in turn helps them to set clear direction for successful strategic human resource planning.

Secondly, they were also asked to reply whether their organizations have strategic human resource planning. As shown on the second part of the above table, 86.6% of the respondents have replied that their organization have SHRP and 13.4% of them do not know whether their organization have SHRP or not. Farnham, (2006) states that HR planning is important because it encourages employers to develop clear and explicit links between their business and HR plans and integrates the two more effectively. With this regard, no one of them has denied that his/her organization has SHRP and it has been checked by document observation, this implies that every public sector institutions are undertaking a long term human resource planning.

Thirdly, the question about alignment between the two plans was asked and the responses are as follows: 58.8% of the respondents have responded that there is an alignment between strategic organizational business plan and SHRP. Whereas 22.7% the respondents were denied that there is no any relation (alignment) between the two plans and 18.5% of them do not know whether there is an alignment between the two plans or not. According to Armstrong, (2009) the overall themes of SHRM are the integration of all HRM functions, adherence to broad organization goals and responsiveness to the external environment. Even though, the more than half of respondents have wittiness that there is an alignment between the two plans; we can understand that to some degree there is an alignment between the two plans. The researcher has also tried to

seen alignment of the two plans from secondary sources and the result shows that there is a loose relation between the two documents.

With respect to HRP the last question asked was whether the organization has periodically analyze the requirement for human resources and their availability to keep always the balance between the requirement and availability as per the long term plan. Accordingly, 67.2% of the respondents replied that their organizations have undertaken analysis to identify the requirement and availability of human resources while 20.2% of them have replied their organizations were not undertaking the analysis for human resource requirement and availability. The rest 12.6% do not know how their organizations are operating about the management of human resource management. Mondy & Noe, (1987) state when the requirements and availability of employees have been analyzed periodically, the firm is in a position to determine whether there will be a surplus or shortage of employees. Accordingly, ways will be found to reduce the number of employees if a surplus of workers is projected. If the shortage is forecasted, the firm must look to sources outside the organization to secure the proper quality of workers. Since the majority of respondents' idea is coinciding with Mondy and Noe, the organizations are working well with this aspect.

Table 4.7 Opinion of the Respondent about Implementation of HR Policies and Procedures

Does your organization performing as per defined policies and procedures for every decisions regarding human resource management?				
Response	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	76	63.9	63.9	63.9
No	22	18.5	18.5	82.4
I don't know	21	17.6	17.6	100.0
Total	119	100.0	100.0	
Your organization's human resource management policies and procedures equally protect the interest of staff and the organization				
Strongly agree	21	17.6	17.6	17.6
Agree	41	34.5	34.5	52.1

Undecided	13	10.9	10.9	63.0
Disagree	34	28.6	28.6	91.6
Strongly disagree	10	8.4	8.4	100.0
Total	119	100.0	100.0	

Sources: *field survey of the author, 2013*

Table 4.7 above indicates the issues related with implementation of human resource management policies and procedures and whether these policies and procedures were equally serving the interest of organization and organizational members. The result of an assessment indicates 63.9% of the respondents agree that their organizations are performing as per the HRM policies and procedures. Whereas 18.5% of the respondents believe that their organization do not working as per policies and procedures of HRM and 17.6% of the respondents even do not know whether their organizations working according to the HRM policies and procedures. As stated by (Mondy and Noe, 1987) policy is a predetermined guide established to provide direction in decision making. It provides guidance for thinking. Policies establish parameters that assist people in the organization as they go about accomplishing their jobs. Therefore, organizations policies and procedures should be clear for every member of the organizations. But, despite the existence of policies and procedures, the organizations might sometimes deviate from the policies and procedures. There is also lack of awareness about policies and procedures by some members of the organization.

The second part of the above table deals with, how the organizations policies and procedures were serving the interest of the organization and the staff in that organization. Here a cumulative of 52.1% (17.6%+ 34.5%) of the respondents has agreed that their organization's HRM Policies and procedures are equally serving the interests of both the organization's and staffs'. On the contrary, cumulative of 37% (28.6% + 8.4%) of the respondents disagree that the policies and procedures were equally serving the interest of both parts. The remaining 10.9% of the respondents were undecided to agree or to disagree about the issue. From these data we can understand that even though there is HRM policies and procedures in the organizations, these policies and procedures were not equally protecting the interest the organizations and the whole members of the organization.

In line with this, one of the interviewed HR managers has stated that “the guidelines and manuals we design and send for implementation in different organizations are interpreted differently”. Therefore, the rule, regulations and procedures of human resource administration are not properly implemented by all organizations in the same manner.

Table 4.8 Respondents’ opinion about Job analysis and Job description

Does your organization undertake job analysis?				
Response	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	82	68.9	68.9	68.9
No	37	31.1	31.1	100.0
Total	119	100.0	100.0	
Are there clear job descriptions for the posts that had been advertised as vacancies in your organization?				
Yes	83	69.7	69.7	69.7
No	22	18.5	18.5	88.2
I don't know	14	11.8	11.8	100.0
Total	119	100.0	100.0	

Sources: *field survey of the author, 2013*

Table 4.8 indicates the responses about job analysis undertaken by the organizations in order to help them set proper human resource plan. 68.9% of the respondents replied that their organizations are undertaking job analysis. 31.1% of them have replied that their organizations were not undertaking job analysis. As stated by (Mcmahon, 2006), good HRM necessitates the preparation of job analysis document. It is essential foundation for all processes leading to the effective performance of works, including not just recruitment, but also selection, performance appraisal, training and development, job evaluation and health-and-safety type activities. Ideally, the job analysis should comprise job description, job specification and person specification. Of particular relevance to the recruitment process are the job description and person specification documents. This implies that though the organizations are undertaking job analysis, there have been some problems with it.

The second part of the above table shows that 69.7% of the respondents responded that their organizations have a clear job descriptions where as 18.5% of the responded that their organizations do not have a clear job descriptions and 11.8% of them do not know whether there is job description in their organization or not.

Table 4.9 Opinion of the Respondents about the Practices of Recruitment

When you were recruited for the first time to join this organization, how did you find the job opening?				
Response	Frequenc y	Percent	Valid Percent	Cumulative Percent
Radio	2	1.7	1.7	1.7
News paper	8	6.7	6.8	8.5
recruitment agency	30	25.2	25.6	34.2
Television	1	.8	.9	35.0
Words of mouth	34	28.6	29.1	64.1
Other means	42	35.3	35.9	100.0
Total	117	98.3	100.0	
Missing	2	1.7		
Total	119	100.0		
Do you think that the current recruitment procedure allows your organization to recruit the right person to the right job?				
Yes	57	47.9	48.7	48.7
No	29	24.4	24.8	73.5
I don't know	31	26.1	26.5	100.0
Total	117	98.3	100.0	
Missing	2	1.7		
Total	119	100.0		

Source: *field survey of the author, 2013*

Table 4.9 above indicates in its first part how the *woreda*'s currently existing employees were recruited to their current positions. Majority of them have been informed about the vacant positions through words of mouth (28.6%) and other means (35.3%) such as transfer, promotion

demotion and special assignments. Very small numbers of them have been informed through public media such as Radio, News paper and Television. The remaining 25.2% of the respondents have been recruited through recruitment agency such as CPA. This implies that highly depending on words of mouth and using other means such as special assignment can open the door for problems such as discrimination and nepotism at the time of exercising recruitment. The second part of the above table discusses about how the current organizational recruitment procedure is allowing the organizations to get appropriate individuals to their vacant positions. Accordingly, 47.9% of the respondents answered that the existing recruitment procedure is allowing the organizations to get the right person to the right position. Whereas, 26.1% of the respondents says the existing procedure of recruitment do not allow the organizations in achieving their purpose. The remaining 24.4% of the respondents show their opinion as the existing procedure of recruitment is sometimes hindering the organizations in getting the right person.

According to Goodman, (2000) in a free and mobile society we can be assured of one fact: we will never have a monopoly on recruiting and retaining the best employees. Additionally, “all of us make hiring mistakes,” according to management guru, Peter Drucker. Similarly, from the above data and the qualitative data collected we can understand that there are a problem with currently existing recruitment methods and procedures.

Table 4.10 Respondents Opinion with regard to the Practice of Selection

Do you think your organization is using appropriate selection criteria?				
Response	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	52	43.7	43.7	43.7
No	41	34.5	34.5	78.2
I don't know	21	17.6	17.6	95.8
Missing	5	4.2	4.2	100.0
Total	119	100.0	100.0	
What was tested or considered during selection of best fitting candidate for the				

vacant position in your organization?				
Level of intelligence	43	36.1	36.1	
personality characteristics	24	20.2	20.2	
Ability	52	43.7	43.7	
Aptitude	51	42.9	42.9	
Previous achievement	28	23.5	23.5	
Others	11	9.2	9.2	

Source: *field survey of the author, 2013*

As stated in the table 4.10, the issue related with the selection is also asked to identify whether the organizations are using appropriate selection criteria. Accordingly, 43.7% of the respondents said that their organizations are using appropriate selection criteria. On the contrary, 34.5% of the respondents answered that their organizations are not using appropriate selection criteria. Whereas, 17.6% of them do not know whether their organizations are using appropriate selection criteria or not.

The next part of the above table also deals with the response for the question, what aspects of the candidates to be tested during the selection test. Respondents are provided with some characters to be tested and requested to mention if other characters are to be measured. They are also allowed to give more than one response for this question. Accordingly, 36.1% of the respondents have responded that their organizations are testing the level of intelligence, 20.2% answered personality characters, 43.7% answered ability, 42.9% aptitude, 23.5% choose previous achievement and small number of respondents (9.2%) has stated other reasons such as based on friendship, relatives and other relations. This implies that the selection process has been done well with some exceptions that has been mentioned on the open ended questions and focus group discussions that there is also some discriminations, nepotism and cronyism.

Table 4.11 Opinion of Respondents about Issues Related with Employee Placement

Appropriateness of your current position with your specialization in a higher education.				
Responses	Frequency	Percent	Valid	Cumulativ

			Percent	e Percent
Most appropriate	41	34.5	34.5	88.2
Appropriate	64	53.8	53.8	53.8
Inappropriate	14	11.8	11.8	100.0
Total	119	100.0	100.0	
Do you think your organization places people with the right skills and competencies in the right places as per the job descriptions?				
Yes	65	54.6	54.6	54.6
No	54	45.4	45.4	100.0
Total	119	100.0	100.0	

Source: *field survey of the author, 2013*

Regarding the employee placement respondents are requested to identify whether their current position and their educational background are matching. Their response is analyzed in the following manner: 34.5% of them have responded that their current job position is most appropriate (fit) with their educational background. 53.8% agree that their educational background is appropriate with their current position. Whereas, 11.8% of them has mention that their educational background is inappropriate (not fit) with the position they are assigned to.

On the last part of the table 4.11 we can find the ideas that do not fully support the above part of the table (about employee placement). It is indicated that 45.4% of the respondents respond that their organizations are not placing people with the right skills and competencies in the right places as per the job descriptions. But, the remaining 54.6% of the respondent support the idea in the first part of the above table. They agree that their organizations are placing the employee as per the organization's job description.

Table 4.12 Respondents Opinion about the implementation of HRM Functions

Which of the following activities do you believe that they are performed as expected in your Organization? (you can tick more than one)		
Functions	Frequency	Percent

HR planning	62	52.1
Recruitment	17	14.3
Selection	21	17.6
Placement	22	18.5
all are not done well	24	20.2

Source: *field survey of the author, 2013*

Since this study is much concerned with selected HRM functions such as HRP, recruitment, selection and placement, the researcher has interested to see whether these functions are working well in the woreda under study. Respondents were allowed to respond on more than one choice if more than one function are working well. Since one respondent can respond for more than one function, the cumulative number of respondents can be more than 119. Hence, for the questions posed to the respondent, 52.1 % of them have responded HRP function is implemented well in the woreda, 14.3% respond that recruitment function is performed well, 17.6% respond selection function is working well, and 18.5% responded that placement is properly done in the woreda. However, 20.2% of the respondent are opposing the above opinion and respond that all these four functions are not properly functioning in the woreda.

From these data we can understand that only one function (HRP) is being performed in better way when compared with other functions (Recruitment, *selection* and placement). Therefore, the practices in the woreda shows there are some problems especially on the three human resource management functions. The fourth function (HRP) itself cannot be mentioned as the best performed because only about half of the respondents are responded that it is working well.

Table 4.13 Respondents View about the Management and Organization of HR Programs

Who is/are in charge to manage and organize human resource management programs in your organization?				
Responsible persons	Frequency	Percent	Valid Percent	Cumulative Percent
Support Process owner	73	61.3	61.9	61.9

Core process owner	27	22.7	22.9	84.7
Top mgt of the organization	17	14.3	14.4	99.2
Other	1	.8	.8	100.0
Total	118	99.2	100.0	
Missing	1	.8		
Total	119	100.0		

Source: *field survey of the author, 2013*

In order to check whether attention has been given to the HRM in every organization, respondents are requested to answer who is in charge of managing and organizing HRM program in their organization. Accordingly, 61.3 % of the respondents answered that there is a HRM support process and the process owner is in charge of managing and organizing HRM programs. On the other hand, 22.7% and 14.3% respond core process owner and the top management of the organization respectively are responsible to manage the HRM program in their organization. This implies that the issue of human resource management is getting a due attention in public sector institutions.

Table 4.14 Respondents view about the level of their satisfaction on prevailing HRM Practices

How much are you satisfied with your currently existing HRM practices in your organization?				
Level of satisfaction	Frequenc y	Percent	Valid Percent	Cumulative Percent
very much satisfied	24	20.2	20.5	20.5
Satisfied	60	50.4	51.3	71.8
Dissatisfied	15	12.6	12.8	84.6
Very much dissatisfied	18	15.1	15.4	100.0
Total	117	98.3	100.0	
Missing	2	1.7		
Total	119	100.0		

Source: *field survey of the author, 2013*

All the HRM practices are in one way or another implemented on the employees of the organization. Therefore, it is important to see whether they are satisfied with the currently existing practices of HRM in their organizations. Hence, the responses obtained from the respondents indicate: 70.6 % of the respondents are satisfied with existing practice and 27.7 % of them are not satisfied with the currently existing practices of HRM in their organizations. This may implies the existing practices of HRM are going on as per the expectations of majority of workers.

3.3. Qualitative data Analysis

As explained in chapter three, qualitative data gathered from questions and key informant interviews and focus group discussion were coded and categorized manually. Thematic areas in a way they answered the specific objectives of the research were formulated under each area, a summarized discussion of responses was explained.

3.3.1. Responses Received

The respondent for the qualitative data includes three types of subjects. The first are those who fill the open ended questions presented in the questionnaire (question no 19 and 20). The second are those who were directly interviewed HR managers and the third group includes those informants who were participated in focus group discussion such as employee representative, employee union and experts from employment agency at *woreda* level. In general, the total number of respondents involved in the interview and focus group discussion equals to 12.

3.3.2. Thematic Area

3.3.2.1. Human Resource Planning

While much is written about HRP in theory, evidence about its application in practice is harder to obtain (Beardwell, et al, 2004). In fact, the quality of HRM department's contribution is largely depends up on the quality of information held by it. However, the critical issue raised by both those interviewed and participate in focus group discussion is the challenge related with human resource management information system (HRMIS). Actually, the practice that has been under taken shows, while making HRP the experts in the planning activities use the information which store manually. At the time of planning they need information regarding employees and employers. Such information is about employees' name, address, date of birth, sex, educational

background, work experience, salary level, health status, date of joining the organization, family condition, and so on. On the hand they also need information about the employer such as regarding organization's long and short term goals and objectives, resources available, competitive strategies and so on. Therefore, keeping all these information manually and using it to forecast the future human resource requirement and availability is a troublesome.

One of the respondents in a focus group discussion states “HR planners waste almost all of their time searching for the necessary information and I don't think they are making appropriate HRP”. Similarly, the interviewed HR managers also add the same idea. They also add more information regarding the challenge of HRP in their woreda, such as absence of attention from the top management, lack of skilled HR specialists, and lack of cooperation from other sector managers and sometimes the urgency in which they are expected to plan are among some of the challenges raised by the respondents.

3.3.2.2. Alignment of HRM functions and organizations' strategic plan

Human resources planning in the broadest sense include both strategic and operational human resource planning as a continuous process rather than an activity limited to a fixed segment of the business planning process. It needs to become interdependent with the rest of the organization. HR needs to take a comprehensive approach that aligns its actions with the entire organizational strategy.

Often HRP is considered to be a “human resources” program rather than a necessary business activity. Operationally driven managers often forget the real purpose of planning. In this regard, Gould et al, (1984) argue that the strategically driven human resource function will be devoted to finding ways to help the organization gain important advantages over its competitors. Those advantages are often described in terms of the capacity that a business has with which to pursue its objectives. The capacity of an organization to achieve its strategic objectives is influenced by human resources in three fundamental ways: cost economics; capacity to operate effectively; capacity to undertake new enterprises and change operations Bils et al, (1980).

However, the qualitative data collected through interview and focus group discussion indicates the *woreda* under study do not fully aligning the human resource planning with its strategic business plan. One of the interviewed HR manager mentions this idea as...

“We are not fully implementing the scientific theories and principles of HRP because of two reasons: firstly we do not have a capable HR specialist at woreda level that can critically perform on the issue. The second critical challenge we do have as a HRM department is, that there are a number of external pressures from our woreda’s top management and Oromia civil service Bureau. So that I do not personally believe that our HRP if fully aligned with our woreda’s strategic business plan.”

As most planning models would indicate, the planning processes need to be circular and connected dynamically. “The link between human resource planning and business strategic planning is vital if personnel programs and systems are to be attuned to the changing needs of an organization” Walker, (1980).

3.3.2.3. Inter-linkage of HRM Functions

As stated in chapter two the human resource planning should first aligned with the business strategic plan of the organization. Then the overall objective of human resource activities is to facilitate the organizational goals and objective achievement. This shows if one function of the human resource does not properly do, it affects the effectiveness of succeeding functions. For example if the HRP do not properly aligned to the organizational strategic plan and do not planned well, immediately it affects the Recruitment and Selection functions and they in turn affect the employee placement to the proper assignment. In support of this Mondy, (1987) has stated that planning enables managers to anticipate and prepare for changing conditions, and HRP affects every area of human resource Management.

In this research the researcher only focus on four HRM functions (HRP, recruitment, selection and placement). Therefore, the linkage between these four functions in the *woreda* under study looks loosely linked to each other. Data collected through qualitative means indicates though there is a human resource plan with all its limitations, though there is a job description and job

specifications there are still a problem on the other HRM functions. For example, there is a problem on recruitment because it is in most cases affected by individual's actions such as cronyism and nepotism. Similarly, almost all respondents describe the same problems have been occurring on selection and placement of employees.

From the above discussions we can understand that these HRM functions are being affected by different factors both from within and outside the organization. Therefore, it is simple to understand that if these functions are not working as per the policies and procedure, they are not properly linked to each other.

3.3.2.4. The practice of Recruitment

McMahon, (2006) indicates recruitment as the phase which immediately precedes selection. It paves the way for the selection process by producing the smallest number of candidates who appear to be capable either of performing the required tasks of the job from the outset, or of developing the ability to do so within acceptable period of time. Even though, there are number of methods, nowadays informal recruiting is becoming used in some aspects. This is because cultural factors are important in determining the orientation between internal and external job marketing. They also influence the nature of recruitment. People may appear to have found their job career by chance, but this apparent serendipity obscures non-random factors such as personal relationships, social network and cultural background (McDonald, 2010). In fact, nepotism and cronyism remains the norm in many countries (Price, 2011).

Similarly, data collected through the qualitative instrument specially those collected through open ended questions indicate the recruitment practice in their organizations is full of special treatment and preference given to friends, colleagues and relatives.

In support of the above idea the data obtained from interview and focus group discussion also indicates the same problems and there also capacity problems from the side of HR managers. Sometimes the recruitment procedures are not clear and do not depend on the job description identified during job analysis stage. Based on this, one of the members of group discussion has

stated “some times we only find the new member of working in our organization without knowing from where and how he/she was recruited and selected”.

One of the interviewed HR managers adds:

“Of curse concerning the recruitment we do not have much problem, because most of the time activities of recruitment have been done at the region (Oromia Civil Service Bureau). They recruit these employees of high qualifications such as BA/BSC or MA degree and we only recruit employees of less qualification. However, on these recruitments we made, top managers of our woreda are still influence us to sometimes deviate from the rules and regulations to favor their relatives”.

3.3.2.5. The practice of Selection

The need of job analysis as it pertains to staffing is vital. Employee recruitment and selection could not be performed effectively unless there is clarity on the job to be filled. One cannot make good selection without the knowledge of the job and the qualifications needed to do it. Therefore, the issue of job analysis is the basic point to be considered.

The effectiveness of the selection process can significantly influence, and is itself affected by, the other functional areas of personnel (Mondy, 1987). It may also be affected by both factor within and outside the organization such as organizational policy, capacity of the selectors and even the candidates. With the same talk, the selection practice of the *woreda* under study is also found in similar conditions. Though the interviewed HR managers have describes the selection procedure in the *woreda* positively, with some exceptions that there are some external pressure while making selection activities from officials and the candidates, the other respondents were complained a lot about the issue. They raise the problems related to lack of openness and clarity, nepotism, cronyism, lack of management capacity and sometimes lack public participation in the selection of some types of employees like police men.

3.3.2.6. The practice of employee placement

Ivancevich,(2007) states staffing needs of an organization are met when new employees are hired from outside and a reassignment of current employees due to promotion or transfer. To attain

organizational objectives, organizations must harness the efforts of its employees. To this effect, employees must be placed in a position related to their academic qualifications and/or work experiences. Though most of the respondents to questionnaire were positively respond about the employee placement that it fits with their academic qualification, in contrary, the data gathered through interview and focus group discussion show the reverse. For example one of the interviewed HR manager states the situation as:

“With regard to employee assignment we are trying our best in order to follow the rules, regulations and procedure given to us from Oromia civil service and good governance Bureau, however, the problems may happen in different sector institutions. All managers, process owners and even the experts try to benefit his or her relatives, friends and coworker so that they impose their personal interest at the time of placement. Surprisingly, sometimes the managers do transfer, assign or reassign employees without our consent and we finally found the person working in the new job position”.

Therefore, the practice employee placement like other HRM function is not free from nepotism, cronyism and influences the politicians.

4.CONCLUSION AND RECOMMENDATIONS

4.1. Introduction

Under this part of the paper, the summary of finding, conclusions and the recommendations are presented. The intention of the researcher is to assess the practices and challenges of HRM at the local government from the view point of employees, managers and different stakeholders at local level. Therefore, both qualitative and quantitative data were gathered from these bodies and analyzed. Finally, the brief of findings of the responses is triangulated then the summarized, concluded and the necessary recommendations are presented in the next sections.

4.2. Summary of Findings

- The total number of respondents is equals 119. Among them 92 (77.3%) are male while the remaining 27 (22.7%) are female. 4 managers are included in the interview and 10 individuals are also participated in focus group discussion.

- Both the experts and managers are agreed that their organizations are providing a good quality services to their customers. This is the result of their employees commitment and kin interest to serve their citizens
- Majority of the managers, experts and stakeholders who participate in filling the questionnaire, interviewed and involved in the focus group discussion are agree that their organizations have strategic business plan, strategic human resource plan and there is also an alignment between the two plans. However, more than 20% of the respondents who fill the questionnaire and most of the participant in interview and focus group discussion state that there is a challenge in aligning the two plans. This indicates that although there is an attempt to align the HRP with the strategic business plan there is still a challenge to make it more effective.
- Majority of the respondents who participate in providing data about the presence of HRM functions are agree that there are Planning, recruitment, selection and placement/assignment in their organizations. But, they raised that there is no strong linkage between these HRM functions. These functions are in most cases affected by the personal interests of managers at all levels in the *woreda*.
- With regard to the practice of human resource recruitment and selection, at the very beginning there is a challenge on the job analysis process due to lack of specialized human resources. Even after job descriptions have been done with existing human resources, the process of recruitment and selection is affected by personal interest of the individuals, nepotism and cronyism.
- Regarding the employee placement/assignment, like in the case of recruitment and selection though the majority of the respondents (54%) are agree that their organization has a practice of assigning the people with the right skill to the right position, the respondents in the interview and focus group discussion are still raised the same problems with this regard.

4.3. Conclusions

Based on the responses obtained from managers, non-managerial employees and stakeholders, through questionnaire, interview and focus group discussion, the following major points are found as the prevailing practices and challenges:

- The government at the national level has designed the strategy to achieve the MDG and make Ethiopia the country of middle income by specially utilizing the existing human resources

effectively and efficiently. However, the practices of HRM in Ademi Tullu Jido Kombolcha *woreda* indicate the poor utilization of its existing HRs.

- Despite the government effort to improve the utilization HRs by implementing different reform tools such as BPR and BSC (to strategically align every activity in the organizations to their mission and vision achievement), the prevailing practices in Ademi Tullu Jido Kombolcha *woreda* indicates there is loose alignment between strategic business plan and SHRP. Not only there is a loose alignment between the two plans, but also there is no strong linkage among the HRM functions studied by this research.
- Due to the absence skilled human resources on the area , the practice of HRM is facing the challenges in undertaking effective job analysis, providing human resources with required skills at the required time at required position, properly recruiting, selecting effectively and assigning a people with the right skill to the right positions.
- Lack of clear and concise human resource policy is also another cause for the existence of different challenges in human resource management. The absence of HRM policy has creating loop hall for those individuals who want to impose their personal interest on the implementation of human resource management functions such as planning, recruitment, selection and employee placement. It can also be the reason for the existence nepotism and cronyism.
- As the result of bad practices of HRM in the *woreda*, some of employees in the organizations under study are dissatisfied. Dissatisfied employee may not deliver his/ her responsibility properly and this in turn is affecting the organizations proper utilization of its HRs and can also reduces its pace of goal achievement.

4.4. Recommendations

In order to improve the prevailing HRM practices and resolve the challenges encountered by the *woreda* in utilizing the human resources efficiently to become effective in achieve the organization's goal, the following actions are recommended.

4.4.1. Recommendations for the Woreda Administration

- Since human resource is the very crucial asset of any organization, the *woreda* Administration has to critically design the way to improve the utilization of its available human resources.

- In order to improve the development of HRP and its alignment with the strategic business plan in the short term, the *woreda* Administration have to design modified capacity building programs and implement on the existing employees. But, for the long term the *woreda* should be able to hire specialized HRM experts
- It is also recommended that the *woreda*'s top management have to take the immediate action in order to avoid the bad practices that are affecting the implementations of effective HRM practices such nepotism and cronyism.
- Improper recruitment, selection and placement of employees are also affecting both the morale of employees and organizational goal achievement. Hence, the *woreda* Administration have to set the means to improve these HRM functions.
- Appropriate HRM policies need to be designed and together with it strong regulation for its implementation should also be designed.

4.4.2. Recommendations for Human Resource Management Practitioners

As literature indicates the effectiveness in human resource management have a direct relation with the effectiveness of organizational goal achievement. Hence, human resources of the organization are a crucial asset that needs critical planning in a way helping the organization achieve its vision. In addition, once proper plan has been made there should also be appropriate recruitment and selection in place. The effectiveness of human resource management can also be more improved if a person with right knowledge, skills and ability is assigned to the right place at the right time. Therefore, the human resource management practitioners need to have such an understanding and properly implement all the policies and the regulations.

4.4.3. Recommendations for Future Researchers

The findings of this study shows that, despite the significant effort of the government to improve the utilization of human resources, still the prevailing practices have challenges. It requires many researchers to help the government effort by identifying the potential factors contributing to the less utilization of human resources. As a result, the researcher recommends the future researchers to study the issue in a wider context. More specifically, he recommends studying on the means to remove nepotism and improve the capacity of human resource managers in order to be able to undertake effective planning, recruitment, selection and employee placement.

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