



**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT
MANAGEMENT**

**“ASSESSING RECRUITMENT, SELECTION, TRAINING AND DEVELOPMENT
PRACTICE AND CHALLENGES: THE CASE OF SNNPR, HADIYA ZONE DUNA
DISTRICT”**

**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE
STUDIES IN PARTIAL FULFILLMENT OF REQUIREMENT FOR DEGREE OF
MASTERS OF ART IN PUBLIC MANAGEMENT AND POLICY (MPMP).**

BY:

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JUNE, 2018

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO DEPARTMENT OF PUBLIC ADMINISTRATION AND
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This is to certify that the thesis prepared by Daniel Beyen entitled ‘Assessing Recruitment, Selection, Training and Development practice and challenges: The case of SNNPR, Hadiya Zone Duna District’ which is submitted in partial fulfillment of the requirements for the Degree of Public Management and Policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to standards to originality and quality.

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Chair of Department or Graduate Programs Coordinator

Declaration

I declare that this Research Report on ‘**Assessing Recruitment, Selection, Training and Development practice and challenges: The case of SNNPR, Hadiya Zone Duna District**’. This is my own original work with assistances and guidance from my Advisor and not submitted before for any institution and any purpose. I further declare that all the sources used in this research report have been properly recognized and acknowledged as in-text-citation and reference list.

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Abstract

In Ethiopia, depending on the government's ideology the country's policies and strategies are executed. From early times up to now different governments with different policies, rules and regulations came in to power. For instance, the Derg regime (1974-1991) had its own socialist idea with a centralized policy system. Consequently, designing of policies and decision making took place in a centralized system. In addition to this, all the civil service organizations were highly centralized. This research attempts to assess the practices of human resource management in SNNPRG using questioner collected from selected public sector bureaus of Duna Woreda and secondary data of official documents. The findings reveal that their good performance of selection, recruitment and training management compared in some sectors but still there is problems facing the practice better. However recruitment and selection faced the challenges such as; it is not merit based, using inappropriate selection channels, absence of attractive salary scale, and the current regional civil servants recruitment procedure is not always allow bureaus to recruit the right candidate for the right position.

Regarding, the training and development the bureaus are facing problems such as; Training and development is not based on the need assessment (Improper need assessment), not frequently given, it is given only for small number of days and no equal access to get training.

Key words: Human Resource management, recruitment, selection, training, development, and Duna Woreda.

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Acronyms

HRP: Human resource Practice

HRM: Human resource management

CSA: Civil service Agency

SNNPR: Southern Nation Nationality of People Region

TDNA: Training and Development Need Assessment

SNNPRGCSA: Southern Nation Nationality of People Regional Government Civil service Agency

CHAPTER ONE

1. Introduction

This chapter of the study presents background of study, statement of problem, research question, and objective of study, significance of the study and methodology of the study.

1.1 Back ground of the study

The quality of human resources is a critical factor in the capacity of the government to deliver on its mandate. Human Resource Management (HRM) is critically important in that it ensures human capital is well managed and that all issues relating to this resource are effectively dealt with. These issues include compensation, recruitment and selection, performance management, organizational development, safety and wellness, employee motivation, communication, administrative support and training (Magijima, 2010:2).

In Ethiopia, depending on the government's ideology the country's policies and strategies are executed. From early times up to now different governments with different policies, rules and regulations came in to power. For instance, the Derg regime (1974-1991) had its own socialist idea with a centralized policy system. Consequently, designing of policies and decision making took place in a centralized system. In addition to this, all the civil service organizations were highly centralized (Paulos, 2001).

Different scholars has been provided definition for the human resource management among them scholars such as; Beer et al, (1984) defined HRM as a strategic approach to the management of human resources that involves all management decisions and actions that affect the relationship between the organization and employees. While Armstrong (2006) defines HRM as a strategic, coherent and comprehensive approach to the management and development of the organization's human resources in which every aspect of that process is wholly integrated within the overall management of the organization. The concept of human resource management (HRM) has attracted considerable attention over the last two decades from scholars and practitioners alike. While part of the debate has centered on its application and theoretical underpinnings (Pinnington

and Edwards, 2000; Armstrong, 1999; Beardwell and Holden, 1997 and Storey, 1992), the other has been on its prescriptive value for the survival of organizations in a turbulent and volatile business environment (Anthony and colleagues, 1996; Brewster and colleagues, 2000).

In the last ten years, organizations especially in Africa have been hit with the undisputable fact that the creation of competitive advantage lies in people. Organizations have increasingly recognized the potential for their people to be a source of competitive advantage.

Human Resource, especially the skilled Human Resource is an important asset for the development of one country. The political, economic and social-cultural development of any country is depending on the number of qualified and skilled human resource in that country beyond all. More adequate supply of physical and financial resources does not alone ensure the economic development of any country; unless efficient and effective manpower is available in the country (Foot and Hook, 2005).

Further, Foot and Hook (2005) define Human resource management as type of management which concerned with planning, organizing, directing and controlling of the procurement and development of human resources in the organization to achieve objectives established. This definition reveals that human resource management is that aspect of management, which deals with the planning, organizing, directing and controlling the personnel functions of the organization. Therefore, as we understand from above different definition human resource management is functioning in organizations concerned with managing people in the work place and is basic to the existence of the organization. According to different scholars and literature this essential function, i.e., human resource management practices was emerging during the industrial revolution in the 18th century when factories employed a large number of people to operate machines.

Therefore the country or the organization should give attention to proper managing of manpower in an organization, because it is significantly affecting the development of the organization as well as country. These resources are useless unless efficient manpower is available in the organization. Hence, the need exists for an adequate supply of capable human resources in the form of well-educated, developed and motivated personnel. Basically Human Resources Management is a modern term for what has traditionally been referred to as personnel

management. The term Human Resources at the organizational level includes all the component resources of all employees from the rank and file to top management level. In short it includes the resources of all the people who contribute their services to the attainment of the organizational goals.

Hence this study focused on challenges and practices of human resource management in Duna woreda public service offices. Duna woreda is found in the Southern Nations, Nationalities, and Peoples' Region of Ethiopia. Part of the Hadiya Zone, Duna is bordered on the east and south by the Kembata Tembaro Zone, on the northwest by Soro, and on the northeast by Limo. Duna was part of Soro woreda. It consists of 32 rural kebeles. Also the woreda found at a distance of 42 km south west from zonal administration headquarter Hosanna (Hadiya Zone Profile, 2009).

1.2 Statement of the problem

In today's world of global competition the focus is more on human resources since it is universally recognized that the most significant resources of any organization is its people. Human Resources Management is now recognized as an essential management activity capable of contributing substantial effort to the success/ effectiveness of any organizational endeavors.

Given all these arguments, HRM is a philosophy of people management based on the belief that human resources are uniquely important to sustain business success; and an organization gains competitive advantage by using its people effectively, drawing on the expertise to meet clearly defined objectives (American Management Association, 2000).

Human resource management practices has the ability to create organizations that are more intelligent, flexible and competent than their rivals through the application of policies and practices that concentrate on recruiting, selecting, training skilled employees and directing their best efforts to cooperate within the resource bundle of the organization.

Recruiting, selecting, orienting and then placing employees in jobs do not ensure success. In most cases, as hand full study shows that there is a gap between employee knowledge and skill and what the job demand. The gap must be filled through training programs that provided by the

organization on regular base or during different time till each employee become getting required skills and knowledge.

Umea Chekol conducted study 2015; entitled Practices and challenges of Human Resource Management in Public Sectors in SNNPRS: The Case of Burji Woreda. The findings stated that in the Burji Woreda there was good practice of human resource planning however, not based on need assessment and not implemented as seated criteria and scheduled time, there was problem of recruitment and selection i.e., is not merit based , there was insufficient training and development program that is unable to improving and developing skill and capacity of employees, there was practice of employee performance appraisal system however; it suffers from lack of transparency, weak follow up and lack of the linkage between employee performance and reward system, managing work place diversity, recruiting skilled manpower , attracting and retaining qualified personnel , inadequate training and development program, creating positive work environment, change management, paying attention to professional development, accepting challenges of modern technology change and officials influence identified as challenge of human resource management.

Lack of well-established training and development policy, lack of adequate budget, inadequate needs assessment, inappropriate training and development objectives, trying outdated training and development methods, lack of close supervision and follow up are some of the major problems that most organizations in Ethiopia are facing. Beside this they are facing problems of non-merit based recruitment and selection. These challenges will lead the institution to lack of optimum man-task relationship, resistance of employees in taking the future assignments, decrease in productivity, and increase in operational error, low self confidence that leads to low employees moral and motivation.

Further, what makes the situations worse is that recruitment and selection of employees takes place not based on manpower planning but rather on the basis of solving immediate problems. Training is not given for immediate personnel's, no accountability procedures are in place to take measure whenever decision makers commit mistakes within their authority, inter-organizational transfer of employees is based on personal contact, promotion is not based on performance,

inadequate screening (examination and interviews) not based on merit principles (Federal civil service agency, 2003) as cited by Desta (2008)

Hence, this study assessed the overall situation of human resource management particularly, on recruitment, selection, training and development of Duna public service offices.

1.3 Objective of the study

1.3.1 The general objective

The overall objective of this study was to assess the recruitment and selection, training and development practices of public services sectors in Duna district.

1.3.2 Specific objectives

- To investigate recruitment and selection methods and process of the study bureaus
- To investigate how they select their employees for training and its compliance with the training and development need assessment (TDNA).
- To examine the nature of the training provided to each employees.
- To assess the weakness and strengths of the training and development of the study area
- To identify major challenges faced on recruitment, selection, training and development in the study bureaus

1.4 Research question

- 1) How does recruitment and selection process is takes place in the public services of duna woreda?
- 2) How employees are selected for training?
- 3) What type of training is provided to each employee?
- 4) What type of weakness & strength is there? On the training and development of the office.
- 5) What are major challenges faced the offices on recruitment, selection training and development

1.5 Significance of the Study

The study would examine the practice and challenges of human resource management in public sectors in Duna woreda. Beside this study help those responsible to identify the strength and weakness and take corrective actions to enhance the practice of HRM in the public sectors in Duna woreda, it will be significant to show practice of human resource management in the woreda, It helps to provide information for government about the practice of human resource management in woreda, it is significant to gives signal to the woreda civil service office and other responsible bodies to take remedial action, to allows policy making for future view of the Woreda by considering the current approach of HRM in the woreda and focusing on the strengthening capacity regarding human resource management in the woreda, The study hopefully will help as a source of reference for those researchers who want to make further study on the area afterwards and it provides the researcher the opportunity to gain deep knowledge in contemporary practice of human resource management and its challenges, It may help the Woreda to identify the existing gaps between the challenges and the Practice of human Resource Management in government sectors. Beside the study will increase awareness and attention of stakeholders towards the Practice of human Resource Management in government sectors and the reactions to identify the gaps of human resource management in general and the Woreda sectors in particular to pay due attention to design capacity building training programs that are relevant to transform the necessary knowledge and skills of human resource managers in study area.

1.6 Scope of Study

This study is scoped on SNNPR in Duna worade public sectors only. From issues of public sectors this study is focused on Human resource management practices in each public sector of the woreda; namely municipality, forestry, health office, public service office, Court (Legal service), finance and development office, revenue office, road and transportation office, urban development, trade and cooperatives among all public sectors of the study woreda.

Even if there is/are different human resource management (Practices); this study focused on recruitment, selection, training and development program of the selected offices of public sectors of the study woreda.

1.7 Limitation of the study

Many employees in the selected sectors refuse to take questioners claiming time constraint. Even though who took questioners to complete had taken several days. Therefore, the researcher had to wait several days to collect the questioners. Hence, the time and unavailability of some employees (managers) due to some offices works were among major constraints faced by the researcher during conducting of this study. This may have affected the depth of analysis and inclusion of some relevant findings about challenges and practices of recruitment, selection, training and development in the study woreda. But the researcher used different techniques to handle these constraints and finalized this thesis.

1.8 Organization of the paper

This thesis is organized in to five chapters accordingly; the first contains, Introduction, background of the study, Statement of the problem, objective of the study (general and specific objectives), Research questions, significance of the study, scope of the study, limitation of the study whereas the second chapter deals with Literature review, Training and development, the employees, training and development process, recruitment and selection, human resource practice in the public sectors, empirical studies, human resource management guidelines for SNNPRG of Ethiopia, recruitment and selection of SNNPR, training and development; Chapter three contains with research design and methodology, study population, sample design, sample size and sampling technique, types of data and data collection technique, primary data collection technique, secondary data, Modalities of data presentation, methods of data analysis, ethical consideration; chapter four deals with data presentation and analysis, introduction, background of the respondents, questions related to human resource practices, training and development; the last chapter five deals with summary of major findings, conclusion and recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

Many literatures indicates that all activities which make up the human resources management, therefore recruitment and selection, motivation and reward, evaluation and development, may contribute to the emergence of citizenship behaviors (Organ, Podsakoff & MacKenzie, 2006; Sun, Arya & Law, 2007; Snape & Redman, 2010; Husin, Chelladurai & Musa, 2012; Fu, 2013). For instance, as Cropanzano et al. (2007:41) report, employees who feel fairly treated, e.g. in the recruitment and selection process, are more likely to positively estimate the company and to speak well of it with their friends, as opposed to those who feel they were unfairly treated.

2.1. Recruitment and Selection

Ensuring that the right people are in the right place at the right time is a critical factor in gaining and maintaining competitive advantage. Recruitment and selection have always been crucial processes for organizations. They are integrated activities (Bratton and Gold 2007: 239-247) cited in Desta (2008:19-20) refers to recruitment as “the process of generating a pool of capable people to apply to an organization for employment. Selection is the process by which managers and other use specific instruments to choose from a pool of applicants the person or persons most likely to succeed in the job(s), given management goals and legal requirements”. Recruitment and selection represent the entry point activities. Hence, emphasis may be placed on admitting only those applicants who are likely to behave, acquire skills and show attitudinal commitment in line with the requirements of the organization’s strategy. Effective recruitment relies on the degree to which overall management philosophy supports and strengthens an approach to HRM that focuses on the deployment and development of new employees once they have gained entry to an organization.

In doing this, there needs to be an intelligent uses of recruitment channel. An organization has two sources of labor supply-the internal and the external labor market. Internal recruitment involves words-of-mouth, recommendation or notice board advertisements. In contrast, recruitment in the external labor market involves different ways: advertising, job centers,

employment agencies, walk-in and professional associations (Sisson and Storey, 2000: 170). Merit-based recruitment and promotion is widely acknowledged as the hallmark of well performing public administration systems (Olowu and Adamolekun, 1999: 89- 91) as cited in Desta (2008: 19-20). They further assert that the African experience of applying merit in the public service has also underlined the significance of balancing merit with other considerations aimed at ensuring some degree of representativeness like race, ethnicity and gender to ensure equal employment opportunity. Merit involves dealing with people based on their knowledge, skills and other capabilities rather than irrelevant characteristics (Lee, 1993: 37).

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Selection is a chain which is as strong as its weakest link. The selection involves a series of complex decisions concerning the choice of person, choice of methods to use, and the choice of information. Stonner, Freeman and Gilbert (2000) see the selection process as the mutual process whereby the organization decides whether or not to make a job offer and the candidate decides whether or not to accept it. In the view of Ejiofor (1989), selection is the process of choosing from the pool of potential employees available those jobs in terms of qualified job and organization requirements. Job definition in every organization, job definition helps management to define task, authority and systems that will be organized and integrated across organizational

units and in individual jobs. Job definition is combination of job description and job specification.

2.2. Training and Development

Prior studies have shown that training is critical to organizational success. Training programs help employees to obtain the necessary knowledge, skills, and abilities to work effectively in sustaining and improving current work activities. Well trained employees, in general, not only require less supervision (Gutteridge et al., 1993) but also tend to have higher morale and lower levels of attrition. Training is believed to nullify the influence of factors which cause dissatisfaction of employees at work (Xiao, 1996). Thus, employees may be provided with extensive training programs in multiple functions and training on job skills (Ahmad and Schroeder, 2003). In addition to training, employees need to be rewarded and provided with appropriate incentives so as to produce the required levels of performance (Mohinder et al., 2010; Guest, 1997; Lee and Miller 1999). Incentives also influence the level of employee satisfaction (Lawler, 2000). When incentives are used properly, they may prove to make important contributions to the survival and growth of an organization (Dessler, 2010; Milkovich and Boudreau, 1998).

A core aspect of workplace training is that it is tailored to client need and expectations. This research aims for this to happen in two ways mainly, the subject matter should be relevant to the organization's characteristics, policies and situation. Training Firms can develop and the quality of the current employees by providing comprehensive training and development. Research indicates that investments in training employees in problem- solving, decision making, teamwork, and interpersonal relations result in beneficial firm level outcomes (Russel, Terborg, and Powers, 1985; Bartel, 1994;) Training has also a significant effect on employee performance. Firms can develop and enhance the quality the current employees by providing comprehensive training and development. Indeed, research indicates that investments in training employees in problem- solving, teamwork and interpersonal relations result in beneficial firm level outcomes (Russell, Terberg and Powers 1985; Bartel 1994).

Effective training programs are systematic and continuous. In other words, training must be viewed as along terms process, not just an infrequent and /or haphazard event (Tannenbaum & Yukl, 1992; Wexley & Latham, 1991) Assessment of employee and organizational needs as well as business strategies should be conducted and then used in selecting training methods and participants (Goldstein, 1991). Training programs that are consistent with employee and organizational goals and needs to fit with the business strategy.

Training and development constitute an ongoing process in any organization. “Training is the formal and systematic modification of behavior through learning which occurs as a result of education, development and planned experience (Armstrong, 2001: 543).” As cited in Desta (2008:21) In contrast, staff development refers to the development of supporting, technical and professional staff in organizations, such us local authorities, in which such staff form a large proportion of those employed. Its aim is to enable such employees to perform their current and future role effectively (Collin, 2001:305) cited in Desta (2008: 22).

According to Olowu and Adamolekun (1999: 99-100), enormous resources have been committed by national governments and by Africa’s development partners to the training of public servants. Training was expected to meet a variety of objectives, particularly skill development and improvement and socialization in to a public service culture. Considerable training infrastructure was also developed in almost every African country. However, training has had a rather limited quantitative and qualitative impact in many African countries. This is because of the following reasons. First, not all employees are exposed to training; second, training is often treated as a discrete event, not part of an overall programme of organizational improvement; third, selection of the trainees takes place on the basis of bureaucratic politics and patronage rather than on the basis of the greatest need; fourth, competent trainers are rare, as training is itself a poorly developed profession; fifth, training curricula and models are usually based on borrowed models that are rarely updated, sixth, training evaluation are usually limited to assessing happiness level rather than the impact on knowledge, attitude behavior and job performance; seven, most training institutions are poorly financed and managed and are usually dependent on government. Consequently, in some civil service organizations some employees were urged to leave their job and joined the private sector. Nevertheless, some countries have taken a major review of their

training programme, funding, management of training and have produced training policies that lay down the principle of mandatory training and retraining for all staff (Desta, 2008).

Effective training can minimize learning cost; improve individual, team and corporate performance speed and overall productivity, upgrade operational flexibility by extending the range of skills possessed by employees, attract high quality employees by giving them learning and development opportunity. It increases the job knowledge and enhances their skill thus enabling them to obtain more job satisfaction to gain higher reward and promotion. Furthermore, it helps employees to identify organization goals and mission, helps not only managing change but also developing positive culture in the organization, which in turn may lead to providing higher level of service to stakeholders (Armstrong, 2001: 544) cited in Desta (2008: 21-22)

On the other hand human resource development (HRD) acts as a triggering mechanism for the progression of other HRM policies that are aimed at recruiting, retaining and rewarding employees, who are recognized as the qualitative difference between organizations. The investment in employee learning is a way of creating a primary internal market, and policies aimed at upgrading skill reduce an organization's dependency on external source of skill (Bratton and Gold, 2007: 306) cited in Desta (2008:22-23).

Development is the growth or realization of a person's ability, through conscious or unconscious learning. Development programs usually include elements of planned study and experience, and are frequently supported by a coaching or counseling facility (Manpower services commission in Wilson, 2005). As indicated by Mondy (1999:20) "Development improves learning opportunities aimed at the individual's growth but not restricted to a specific present or future job". This indicates that development activities are mainly concerned with maximizing individuals potential and capability that beyond the current job requirements. Thus, development focuses on improving individual's capabilities in handling a variety of assignments.

According to truelove (2000), development helps people utilize the skills and knowledge that education and training have given them and it embodies concepts like psychological growth, greater maturity and greater confidence. Therefore, human resource development refers broadly to the nature and direction of change include in the employees as a result of educational and training programs.

Development programs are long term activities that benefit both the organization and individuals. While organizations benefit by having more capable and experienced employees who enhance the ability of organizations to adapt and compete to a changing competitive environment, individuals also gain career development (Mathis and Jackson, 1997).

Generally the objective of development activities is to provide necessary conditions to allow individuals to perform at levels that increase their personal effectiveness as well as the organizations (Milkovich and Boundreau, 2004).

The word development implies a change from one state to another in which learning and growth have probably undertaken (Holebeche, 1998: 231).

Development activities are mainly concerned with maximizing individual potential and capabilities that go beyond the current job requirements. It focuses on improving individuals capabilities in handling a variety of assignments (Mattis and Jackson, 1997:314, Purcell, 2000:1 Attwood and Dimmocic, 1996:122-123). According to Urich (1997: 60) development program is a continuous improvement and long term activity.

2.2.1. The Employees, Training and Development Process

Like many other personnel /human resource activities, employee development is best thought of as a process consisting of several interrelated phase or steps.

The process begins with a series of ongoing analysis to determine the extent and nature of an organization employee development needs. With these needs clarified, it is then possible to put together an employee development plan that shows overall objective, programs priorities, and resources allocation, and indicates who will be trained in what by whom and when (Heneman, 1989:422), each potential trainee can then be matched with a training opportunity, which might occur in-house or out, on the job or off. As a program is developed, consideration is normally given to the instructional objectives that should be met program content, and the delivery system (i.e., training technique (s) to be used. Then the actual training takes place.

Thus, there is evaluation. It is necessary to know first if the various training programs met their instructional objectives and at what cost and then to know if the total effort was successful in

fulfilling the overall objectives that were set out in the employee development plan. The results of evaluation are feedback to those who will be planning, developing and delivering future programs (Hennenman, *ibid*). Generally, employee development process is described in the following major steps.

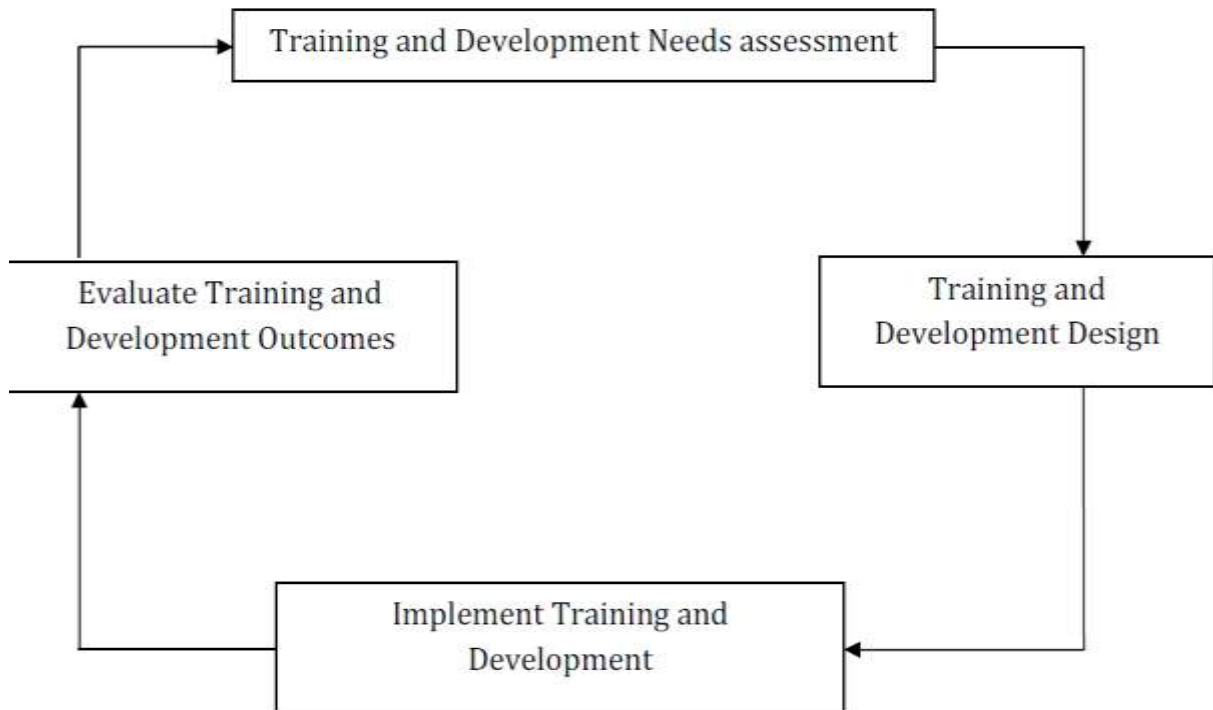


Figure 1: Training system and its elements (Sherman, et al, 1998)

I. Identifying Employees Development Needs

The first step in the employee development process is to diagnose needs. These needs consist of actual and potential performance discrepancies that are important to the organization and that can be remedied as effectively and efficiently as by any other means. As this definition suggests the diagnosis phase is designed to answer several questions. 1) Does an actual or potential performance discrepancy exist? 2) Is it important to the organization? 3) Is it correctable through training? 4) Is training the most cost-effective solution available? (Hennenman, 1989: 423).

The need analysis should precede the planning and execution of training program. In a need analysis school administrator and personal department exactly what the staff training needs are, before designing a program to meet them (Luneburg and Ornstain, 2011: 538). Human resource development program are used to address some need within the organization. The need can either be a current discrepancy, such as a poor employee performance or a new challenge that demands a change the way the organization should operate (Harris and Destimone 1994: 88). Training need is a gap that exists between the requirements of a given job and the actual performance of trainees.

According to Dessler (2003:189), how you analyze training needs depends on whether you are training new or current employee. The main task is analyzing new employees training needs is to determine what the job entails and to break it down in to sub tasks each of which you then teach to the new employee.

Furthermore, the ability to identify areas in which training can make a real contribution to organizational success is crucial. This is a method of “gap analysis,” it is aimed at determining the difference of gap between actual and required performance. Generally, needs assessment should diagnose present problems and future challenges which are to meet through training and development. A need analysis typically has a threefold focus: organizational task/operational/and individual/personal/analysis (Lunerburg and Orntein2011: 538).

II. Organizational Analysis

The purpose of training need assessment is to provide an objective analysis of the organizational training requirements. This enables senior management to draw up a training policy so that training resources are used effectively to develop man power for present and future requirements (Kenney et al, 1979).

Organizational analysis examines broad factors such as the organizations culture, mission, and organizational climate, long and short term goals and structure. Its purpose is to identify both overall organizational needs and the level of support for training (Gomez-Mejia et al, 2007 and Hartel et al 2007).

A number of mechanisms can be used to conduct organizational analysis, such as an organizational can do an attitude survey, look at its performance closely, observe the behavior of the people, assess its public images, and keep a close what on such indicators as accidents, absenteeism, wastage, turn over, morale, motivation (Saiyadain, 1995).

III. Task Analysis

Task need analysis is an examination of the job to be performed. A recent and carefully conducted job analysis should provide all the information needed to understand job. These duties and tasks are used to identify the knowledge, skills and abilities required to perform the job adequately. This involves a detailed analysis of various components of jobs and how they are performed. Analysis of tasks would indicate whether tasks have changed over period of time and whether employees have adequate skills in performing these tasks (Gomez-Mejia, et al 2007; and Hortel, 2007; Saiyadain; 1995)

IV. Person Analysis

Person analysis determines which employee need training by examining how well employees are carrying out the tasks that make up their jobs (Gomezmejiaet al 2007). Hence, training is often necessary when there is a discrepancy between a workers performance and the organization's expectations or standards. Often the person analysis entails examining worker performance ratings and then identifying individual workers or groups of worker who are week in certain skills. The source of most performance ratings are supervisor, but a more complete picture of workers strengths and weakness may be obtained by including other sources of appraisal. In addition, the focus is an individual (employee); his skills abilities, knowledge, and attitude; of the above three this most complex component because of difficulties in assessing human contribution (Cowling and Mailer, 1998 and Hartel et al, 2007).

By and large, such indicators as production data, meeting deadlines, quality of performance, personal data such as work behavior, absenteeism late-coming provide input for man analysis data on these indicators can be collected through records, observations, meeting with employee and others who work with his/her.

To summarize, before creating training and development programs managers should performance needs assessment to determine which employees need training or development and what type of skills or knowledge they need to acquire. There are three levels to need analysis i.e. needs assessment consists three levels of analysis.

Organizational, task and person analysis organizational analysis is assessment of the entire organizational activities, i.e. it examines broad factors such as the organizations culture, mission and climate long-and short term goals and structure while task analysis is an examination of the job to be performed, person analysis is determines which employees are training by examining how well employees are carrying out the task that make up their jobs.

V. Formulating the Employee Development Plan

It might be thought as employee development needs are identified; the next step would be to develop appropriate training programs. However, since needs typically exceed available resources, it is usually necessary to formulate a strategy for meeting as many of them as possible with available staff facilities and funds (Henenman, 1989:42). The allocation process is conceptually straight forward. First, overall objectives are set, for example, to bring all first level supervisors up to date their equal employment opportunity obligations to provide all fast-track managers with training called for by their career development plans, and the like. Then employee development need are assigned priorities resource are allocated in priority order until they are exhausted, and surviving in house programs are integrated in to a working plan (Henenman, *ibid*).

According to (Henenman, 1989: 428) once priorities are determined, they may be codifies in the form of an employee development plan that shows 1) who will be trained 2) the programs 3) time frames, 4) person (s) responsible, (5) resource and facilities to be used. Some plans are laid out for specific individuals but most are organized around programs. Program listings and time frame may be communicated through various channels.

2.3. Human resource practices in the Public Sector

Human resources practices in common both for public & private sectors the main issue here is implementation of each common practices is not only grant to have effective & efficient skillful & knowledgably man power. In this part the nature of human resources management in public sectors is presented.

Effective human resource management is a critical function in today's public sector. HRM in the public sector has been characterized by the creation of structures that are more flexible and processes, the elimination of highly centralized agencies and service-wide consistency of rules and greater responsibility accorded to line managers and supervisors in the management of employees through flatter management structures and programmes of decentralization and devolution. At the job level, broader and multi-skilled jobs were introduced. There was also a greater concentration on performance and output measures (Brown, 2004: 307) as cited in Desta (2008:19).

According to Olowu and Adamolekun (1999:87), the practical importance of the recent HRM orientation for African public administration systems is that, it underlines the transformation of personnel departments in public sector organizations from a preoccupation with inactive roles of administering obsolete rules to actively developing and pursuing policies for synergizing the personnel function with overall proactive strategic management within the organization, focused on among other things recruitment and selection, performance appraisal, training and development, and reward system of which will be discussed in the next section (Desta, 2008:19).

2.4. Human Resource Management Guidelines for SNNPRG of Ethiopia

Under this part overview and procedure of human resource management for SNNPRG is presented. Regional government based on the constitution of the Region issued the Civil Servants Proclamation No. 47/2002. In line with this, for the implementation of this proclamation the Regional Government CSA apart from its support and supervision role issued an HRM manual. This manual has two volumes. The first one is dealing with, the execution of recruitment, selection, salary increment, reward, promotion and transfer. Similarly, the second one concerns with the handling of disciplinary and inspection measure. These manual enable bureau to perform

the HRM functions using their authority and to create sense of accountability. Moreover, to ensure merit based personnel administration and equal employment opportunity in the region (Desta 2008: 28-30).

The following diagram depicts the position of the sector bureaus under the regional council. In each office, there exist HR function department, which is responsible for handling the personnel matters of the corresponding sectors. In this regard, according to DNG 2002 Article 87 the role of CSA includes supervising implementation of the proclamation, regulation and directives issued here under. CSA has three departments namely, job classification, HRD and policy survey, inspection departments. Besides, it has also administrative tribunal, statistics and documentation division. Each of this department and division has a section. As shown in the structure it performs its executive role using 48 line manager and 22 supporting staff. In line with BPR implementation, as the arrow indicates the Agency will on the process of merging with regional CBB. In order to exercise its power and duties; CSA at any time either sends inspectors to government offices to examine files or orders sectors to submit files and records. Besides, in performing this activity if an inspector discovers that the law is infringed or a discriminatory act is committed, the agency has the power to order the authorization of the wrongdoing. Finally, cause the taking of administrative measures against the official or the civil servant responsible for the act.

2.4.1. Recruitment and Selection of SNNPR

According to the DNG 2002 article 14 (1 and 3: 5) of the region, each regional, zonal and woreda level government office has the right to advertise every vacant position. Moreover, every government office may solicit graduates of higher educational institutions for recruitment in cooperation with institutions. In doing this, each office shall follow the regional human resource management manual. The vacancy announcement should be widely advertised to attract the best candidates from the labor market. Exceptionally, for those civil servants having social and health problem, for employees who upgrade themselves based on their office manpower planning, position like top-level manager executive secretary, cabinet members' driver and cashier, it is possible to assign without advertisement. However, those employees who were assigned in this

manner must fulfill the minimum requirement of the vacant post (SNNPRGCSA, 2006:8) cited in Desta (2008:29).

Furthermore, the recruitment and selection committee of each office conducts selection and appointments based on merit (SNNPRGCSA, 2006: 12-15) cited in Desta (2008: 29-30).

2.4.2. Training and Development

In the region, every government office shall have the duty to identify the training needs of the office, the civil servants, to prepare plans and budget for training and thereby ensure that the civil servants receive the necessary training and furnish information there on to the commission currently the (Agency). The Agency in turn shall train human resource management staff based on the training needs of government offices, coordinate and support the training program of the different government offices.

Agency shall issue a policy with regard to the conditions of their training locally and abroad and supervise the execution of same (DNG, 2002, Article 50/1-3/:13) cited in Desta (2008).

2.5. Empirical Literatures

Majority of studies conducted in human resources practices particularly in Ethiopia was focused on private sectors but some hand research was conducted on the public sectors among them.

Abdullah (2009) conducted studies on the major challenges to the effective management of human resource training and development activities; the case of Malaysia; The findings of this study imply that the process of developing knowledge workers towards achieving knowledge economy status is likely to be very challenging and to take a long time to achieve unless employers can surmount these challenges by developing and implementing contemporarily appropriate policies and procedures for HR management and development.

Chekol (2015) conducts studies entitled practices and challenges of human resource management in public sectors, the case of Burji Woreda. The findings reveals that in Woreda there was good practice of HRP however not based on need assessment and not implemented as seated criteria and scheduled time, there was problem of recruitment and selection i.e., is not merit based , there

was insufficient training and development program that is unable to improving and developing skill and capacity of employees, there was practice of employee performance appraisal system however; it suffers from lack of transparency, weak follow up and lack of the linkage between employee performance and reward system. Also managing work place diversity, recruiting skilled manpower , attracting and retaining qualified personnel , inadequate training and development program, creating positive work environment, change management, paying attention to professional development, accepting challenges of modern technology change and officials influence identified as challenge of HRM . To minimize this problems first and foremost the human resource management program in the Woreda should get greatest emphasis while it is foundation for development, proper HRP practice, merit based recruitment and selection practice, well organized training and development and employee performance system should be identify and fills the gap of employees, there should be link between performance and reward and there should be transparency and continuous follow up were exercised was recommended to increase the effectiveness. Moreover, to overcome HRM challenges hiring skilled human resource professionals, applying directives and procedures of civil service properly as well as supported program with resources is recommended. The study offers the right ways of using human resource and enhancing performance in public sectors in the Woreda to provide service in competitive, efficient and effective.

Desta (2008) also conducted study entitled the Human Resource Management Function in Ethiopia: Focus on Civil Service in Southern Regional Government (SNNPRG) the finding reveals, better performance of HRM practice compared to centralized administrative system. However, promotion, performance assessment and reward system are not performed well as there are some indications from the findings. Moreover, to some extent the current wage structure and the minimum requirement criteria set by CSA hinder sectors effort to attract the best candidates. Similarly, selection often distorted by interference. The study also depicts the need for additional training, as the performance at the zone and woreda level is not satisfactory. Besides, in some instance, lack of equal access for training and need assessment is also improper.

Likewise, in some sectors, the uniform salary scale the country follows does not attract various professionals and hence not fully improve service delivery. Finally, the support of CSA to the sector bureaus is minimal.

Eshetu (2016) further conducted study entitled Practices and Challenges of Human Resource Management in Major General Muluget Buli Technical College and the study finds that employees generally de-motivated due to lack of transparency of management appraisal process and the issue of leadership development. The study therefore, recommends that the management of college should device ways of consistently motivating employees by using proper performance appraisal system and giving training for leadership development, on the basis of proposed guidelines.

CHAPTER THREE

3. Research Methodology and Design

For this study the researcher selected twelve offices of public sectors out of twenty four Duna public sectors. The primary data were collected from field survey: a structured questioner was developed and administered in order to gather detailed information, followed by observation; structured interviews with the woreda public sector officials were interviewed.

The purpose of this part is to present the detail way this research designed, the main principles of research methodology & the research method of the research used in this study.

3.1. Research design

The design selected for research should be the one most suited so as to achieve an answer to the proposed research question (Parahoo, 2006). Descriptive research design was employed in this study in order to assess the human resources practices and challenges (recruitment, selection, training and development) in the studied area.

For this particular study the researcher collected both qualitative & quantitative data on the human resource management practice & challenges. This study used the descriptive method of study. It presents facts & reality about the human resource practice & challenges at existing condition in the area of the study.

The study used both qualitative & quantitative data analysis; the qualitative method was used for interview a question that was conducted from the respondents. The qualitative data was collected from the people via interview tool (question) was grouped in to different categories & analyzed qualitatively. Hence, this can support quantitative data that collected via questioner & analyzed using simple descriptive statistics. This could support the line of arguments & strength the data sets from different sources via cross checking & triangulating with evidences.

In terms of weighting, this research is focus on qualitative data & use quantitative data for few variables of interest. This is because good governance principles are not quantifiable variables but from the practice variables on management implementation can be quantified.

Statistical analysis of the research was descriptive statistics to reveal the current situation on the Human resource management practice & challenges.

The main survey instrument used for this study was questionnaire. The use of the survey allowed the collections of large amount of data from large population in highly economic way as Saunderes et al (2009: 144). The data analyzed quantitatively & qualitatively using descriptive.

3.2. Study Population

The targeting/participants for sources of primary data via questioner & interview were employees of Duna woreda public sector offices working at different level of position. The participants for the interview case were selected by using purposive sampling but questioner respondents were selected out of twelve selected bureaus by using simple random sampling technique with lottery method.

The total study population is 268 the sample population is has been drawn using appropriate sample frame and sample size determination as mentioned below.

3.3. Sample Design

3.3.1 Sample size & Sampling technique

There are 24 offices in the Duna woreda public sectors out of these bureaus the researcher via using simple random sampling method of probability sampling technique 12 bureaus has been drowned. The total number of employees working in these selected 12 bureaus is presented within the following table with their respective number of employees.

Table 3.1 Name of selected sectors of the districts & total number of employees

S. No	Name of the sectors	Total Number of employees (Both gender)
1	Municipality	12
2	Forestry and wild life protection	16
3	Health office	25
4	Public service and human resource management development	13
5	Court (Legal service)	16
6	Finance and economic development office	41
7	Revenue office	12
8	Cooperatives office	18
9	Urban development and housing	26
10	Agriculture & natural resource development office	43
11	Trade and industry office	23
12	Road and Transport office	23
Total number of employees in selected sectorial offices.		268

The rule of thumb cited in Kevin Durrheim, (2006) was used 30% of sample size for small population up to 1000.

Total population is 268 accordingly the primary data for this study have been collected from 80 employees (30% of 268).

The researcher uses two methods of selecting the sample for this study, both probabilities sampling and non- probability sampling technique.

The probability sampling technique used to select samples of bureaus found in the Duna woreda public sectors. The researcher has also used the non-probability sampling to select the team

higher officials of the bureaus for interview purpose accordingly 12 officials were selected randomly.

3.4. Types of data and data collection technique

3.4.1. Types of data

This research is based on primary and secondary data collected from primary and secondary sources.

3.4.2. Primary data collection technique

Questionnaire: Self-administer questionnaire was designed and administered to 80 employees selected based on sample selection technique outlined above. The questionnaire has structured nature and was self-administered. It includes both open ended and close ended questions. The main data collection tool used was questionnaire, because of its simplicity for survey study that has large size of respondents. The questionnaire was prepared in English because it will not be a problem for respondents to understand the questionnaire. A type of interview also was conducted human resource manager of duna woreda public sector bureaus.

3.4.3. Secondary Data source

In this study, information from the secondary sources of data has been collected from different published and unpublished materials which include government official documents such as; Civil service reform standards, woreda public sector plan, and report and performance evaluation.

3.4. Modality of Data Presentation

The researcher has applied both qualitative & quantitative data analysis methods depending on the nature of the data collected. The data gathered through structured questionnaire were processed via SPSS (Statistical package for social science) of version 21 in order to gate descriptive statistics result & expressed through descriptive way such as frequency, percent, mean & standard deviation. The qualitative data gathered through interviews, using open ended

questions of the questioner and document review were analyzed via categorization or type of the question item (gadgets) as putted in the questioner & interview.

3.5. Method of data analysis

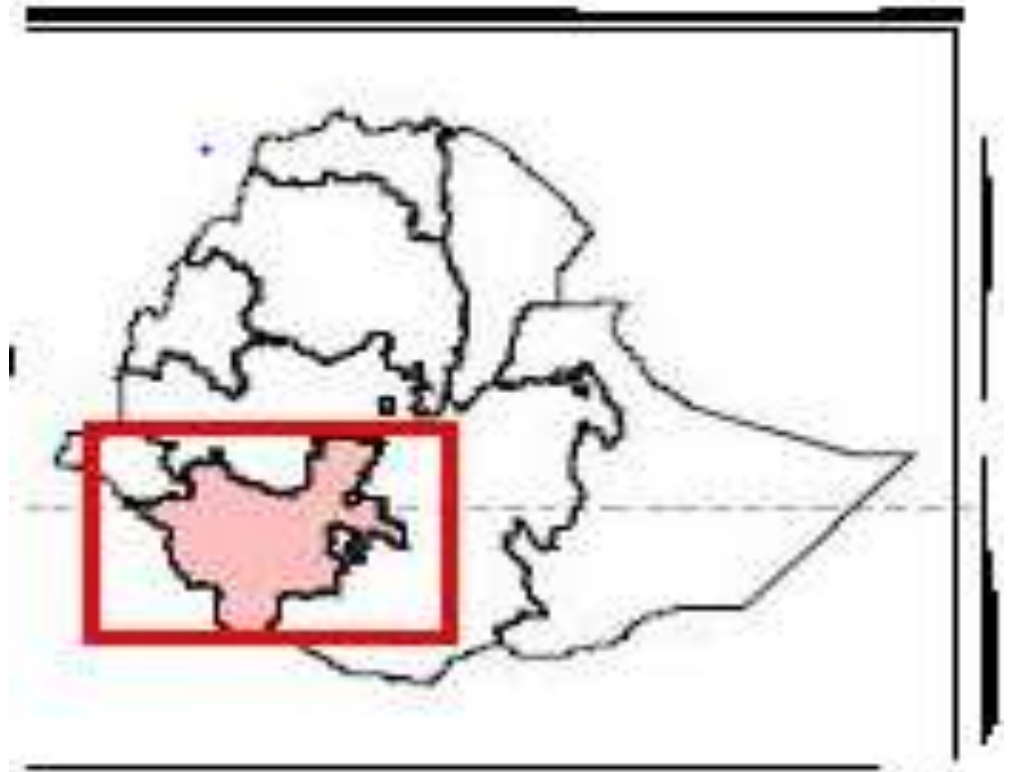
The result of the study from the questioner has been presented via frequency, percentage, mean & standardization. Data collected via interview in the form of case stories with direct word of the respondents were presented in the analysis part.

3.6. Ethical Consideration

According to Brynard et al (1997) as cited Shafudah, (2011) it is unethical to a researcher to present a biased report or not to report the truth as it is. Required information about the research has been written on the cover page of the questioner & interview so the information provider can read it & understand before they provide the required information.

Respondents of the research were informed about the purpose of the study and personal information is kept anonymous. Undertaking research study conducted elsewhere by somebody is plagiarism so here any cited paper for the purpose of this study is given credit for that specific author.

Map 3.1 Political Map of Ethiopia





Map 3.2 Study area of the Research

CHAPTER FOUR

4. Data presentation, discussions and interpretation

4.1. Introduction

This part of the paper presented and analyzed the data collected to seek appropriate answer for the basic questions raised under chapter one of this study. In order to collect the primary data interview was conducted with concerned higher official's woreda public sector bureaus & questioners were distributed to collect data from woreda public sector.

The output was processed using the SPSS version 20 to get frequencies & other descriptive statistics. Thus, this section presents the results of the primary data collection tool's chiefly questioner & interview. The results are arranged in line with the research question, literatures review & logically constructed questioners. The results are presented in tables, pi-chart, histogram & graph to show frequency counts, percentage& Statistical descriptive such as mean & standard deviation for each question and followed by narrative explanations by supporting the explanation with interview results as well as necessary secondary data triangulation has been made to support the explanation.

4.2 Background of the respondents

In the following table summary of respondents backgrounds such gender, education status, area of the study, current position and working experience.

Table 4.1 Statistics of Employees character

S.no	Variables	Frequency	Percentage	
1	Gender	Male	65	81.2
		Female	15	18.8
		Total	80	100
2	Education Background	Higher diploma	15	18.8
		Bachelor Degree	60	75
		Master's degree	5	6.2
		Total	80	100
3	Area of Study	FBE	35	43.8
		Natural and computational Science	14	17.5
		Agriculture Filed	15	18.8
		Computer science and ICT	10	12.5
		Health Fields	6	7.5
		Total	80	100
4	Current Position	Operational Employees	56	70
		Officer	12	15
		Manger	12	15
		Total	80	100
5.	Working Experience	0-1 years	7	8.8
		2-4 Years	30	37.5
		5-8 years	30	37.5
		>9 years	13	16.3
		Total	80	100

Source: Own survey data (2018)

As indicated in the table 4.1 of above, 15 (18.8%) of them are female employees, the percentage of male respondents constitutes the largest part that is 65 (81.3%) of the total respondents. This shows that the gender distribution in the selected public sector bureau of the woreda is unequal distributed and there is male domination on female employees at different position and bureaus.

In regarding the education background of the respondents they possess currently, as the data in table 4.1 of above shows that 60 (75%) of them holds first degree and 15 (18.8%) of them were diploma holder whereas only 5 (6.2%) were master degree holder. From this data one can infer that majority of employees are educated which are very essential in any public and private sectors in order to achieve its predetermined goals.

Concerning the respondent's field of study as indicated table 4.1 of above majority of them (43.8%) studied business and economics fields followed by natural & computational science (17.5). From this one can infer employees are collected from multi are of field of study that enables the organization to assign the available man power at the right position because different departments are available under public sectors so in order to render the service to the general public it requires right person (service render) that makes the organization effective and efficient. In relation to respondents response on their current position they held within their bureaus; as indicated in the table 4.1 of above majority of the respondents were operational employees 56 (70%) followed by officer and team leader whereas the rest held by manger and officers. From this one can infer that respondents involved in this questioner were engaged in daily activity of the bureau particularly, the human resource management.

Regarding the working experience of the respondents majority of them are experienced as indicated in fig 4.1 of above among total respondents 53.75% of them have served the organization greater than five year. This shows that the Duna public sector bureau have experienced employees which very important tool in human resource practices within the organization effectively.

4.3 Questions related to Human resource practices

Table 4.2 Questions related to Recruitment

S.no	Variables		Percentage	Frequency
1	While joining the office how did you find the job opening	Notice on the board	74	92.5
		From Colleagues	6	7.5
		Total	80	100
2	Does the current procedure allow recruiting the right person to the right job?	Sometimes	60	75
		Yes	15	18.7
		No	5	6.3
		Total	80	100
3	Is the selection set by CSA manual is useful?	Yes	64	80
		No	16	20
		Total	80	100
4	Types of Channels often used	Notice on the board	73	91.2
		Other	7	8.8
		Total	80	100
5	Which type of instrument your bureau is often used while selecting employees?	Giving both written exam and interview	60	75
		Giving written exam	12	15
		Giving Interview Only	8	10
		Total	80	100

Source: Own Survey data (2018)

In the regional government after the devolution of power, each sector has the right to recruit employees to fill vacant posts. To do so, they either use internal or external channels to attract the best candidate that can suit unoccupied post.

An organization has two sources of labour supply-the internal and the external labour market. Internal recruitment involves words-of-mouth, recommendation or notice board advertisements. In contrast, recruitment in the external labour market involves different ways: advertising, job

centers, employment agencies, walk-in and professional associations (Sisson and Storey, 2000: 170) as cited by Desta (2008:19-20).

Concerning this respondents were asked how you they heard during searching of the vacancies form total respondents majority (92.5%) of them was got the source of information from organization notice board in other side 7.5% of them was joined the organization by the information they got from their colleagues. From this data one can infer that the organization is using notice board advertisement which is very traditional and informal way of advertisement that can be accessed by limited applicants and limited the organization in getting competent person or the right person at the right place.

The vacancy announcement should be widely advertised to attract the best candidates from the labour market. But public service bureaus of the woreda are not widely advertising vacancies for new job seekers because they are using internal and informal advertising channels such as notice board and word of mouth (information from colleagues) this method of advertisement is not attracting best candidates from labour market.

The impact of HRM on achieving and retaining employees is seen using some of the underlying issues related to human resource. To this end, a sound HRM procedure and practice have become increasingly important.

In the above table 4.2 respondents were asked whether the regional civil servants recruitment procedures allow bureaus to recruit the right candidate for a right position or not. Accordingly more than half of the respondents replied that, the current recruitment procedure of the region sometimes allows bureaus to hire the right person to the right post. Nevertheless, only 6.3% of them responded that the procedure has some drawbacks. The possible explanation for this could be the severe competition in the external labour market and the restricted recruitment condition in civil service organizations, which makes finding candidates impossible who meet the requirements for some positions. The minimum requirements, which are prepared by the agency, are some of the limiting factors to recruit professionals from the labour market.

As indicated in the above table 4.2 almost all of the respondents replied that the criterion prepared by the regional CSA manual has practical importance.

In the absence of consistent criteria, it is impossible to select the best candidate and create a proper match between people and jobs. In order to make the selection process simple CSA set

selection criteria, which is useful when conducting recruitment and selection. It is divided in to two parts based on the nature of the position. The first one is for those tasks, which demand practical, written exam and interview. The second category is for those tasks, which require written exam and interview only. In both case affirmative action is also considered. Although using these criteria the bureaus are exercising to select the right person among a pool of candidates, as indicated by few respondents regardless of the criteria selection might be distorted by interference of an outsider.

Regarding types of channel often used in the office as data of table 4.2 above indicated that notice on the board adverting is most frequently used ways of adverting vacancies (91.3%) followed by other advertisement such as information on colleagues (8.7%). From this one can conjecture that the bureaus are using traditional way of advertising that can access by only small and limited area coverage of advertisement that not enables the bureaus to get competent staff from open market.

Vis-à-vis type of instrument the bureau is often used while selecting employees as indicated in the above table 4.2 the bureaus are often used to give both written exam and interview (75%) where as some of them they often used providing written exam only (15%) followed by conducting interview (10%). From this one can deduce that there is no one commonly used single selection instrument for new candidates, each public service bureaus are using different type of employees selection instruments this can enable the bureaus in order to identify the candidate and select and hire best candidate.

Interview also conducted with officials and they stated that their office is using selection instrument sated by CSA accordingly, for the position that need practical, written exam and interview. The second category is for those tasks, which require written exam and interview only. But in regarding the implementation cording to the response of the officials in selected offices all of them (12) stated that currently they are using the second selection instrument that is rendering written exam and interview. Moreover no more practical test is provided to new candidates.

Exceptionally, for those civil servants having social and health problem, for employees who upgrade themselves based on their office manpower planning, position like top-level manager executive secretary, cabinet members' driver and cashier, it is possible to assign without advertisement. However, those employees who were assigned in this manner must fulfill the

minimum requirement of the vacant post (SNNPRGCSA, 2006:8). From this explanation one can infer that the bureau is not giving exam and assigning people with the above features even if they have to fulfill the minimum requirement of the vacant but such kind of privilege activates can create the way for biasness and for misuse of the privilege and it can discourage the habit of competition among the staff.

Table 4.3 the attitude of employees on recruitment and selection

S.no	Variables		Frequency	%	Mean Value
1	Do you think Human resource practices particularly; recruitment is performed as expected.	S. Disagree	14	17.5	1.69
		Disagree	43	53.8	
		Neutral	9	11.2	
		Agree	14	17.5	
		Total	80	100	
2	Your bureau is able to attract suitable applicants	Disagree	47	59	1.42
		Neutral	20	25	
		Agree	13	16	
		Total	80	100	
3	The current salary attracts best recruits for the various posts.	S. Disagree	33	41.2	1.71
		Disagree	37	46.3	
		Neutral	10	12.5	
		Total	80	100	
4	Selection is based on merit only	S. Disagree	28	35	2.14
		Disagree	32	40	
		Neutral	6	7.5	
		Agree	9	11.3	
		S. Agree	5	6.3	
		Total	80	100	

Source: Own survey Data (2018)

In regarding the employees attitude on the practices of human resource, particularly recruitment as data of table 4.3 of above indicated that majority of them the sum of strongly disagree and

disagree is 57 (71.3%) believe that their bureau is not implementing the recruitment in good manner.

To calculate the point for each critical factor two considerations were taken in to account: the score for each significant element of the factor, and the weight for each significant element. A score of '5' (strongly agree) would yield a full mark of 5 towards that element; a score of "4" (agree) would yield a mark of 4 towards that element; a score of '3' (neutral) would yield a 3 mark whereas score of 2 (Disagree) would be 2 mark the last be "1" (Strongly disagree) & would yield 1 mark.

Since the average value (Mean) of the data is 1.69 which is less than moderate value the performance of the bureau on selection of the candidate is not good truck. Hence, one can infer that human resource paracticies particularly, recruitment is not implimented in the all sectors of duna public service bureau as expected (Properly).

Vis-à-vis, the employee's response on whether the bureau is able to attract suitable applicants as indicated in the table 4.2 majorities (59%) of them believed that their office is not on a position of attracting suitable applicants where as 16.2% of them believed that their office is able to attract suitable applicants from market at current situation.

To calculate the point for each critical factor two considerations were taken in to account: the score for each significant element of the factor, and the weight for each significant element. A score of '5' (strongly agree) would yield a full mark of 5 towards that element; a score of "4" (agree) would yield a mark of 4 towards that element; a score of '3' (neutral) would yield a 3 mark whereas score of 2 (Disagree) would be 2 mark the last be "1" (Strongly disagree) & would yield 1 mark. The value of the mean is 1.42 so form this data one can infer that the organization is not on a track of able to attract suitable applicants form open market for this many reasons can be provide among them less payment and absence of minimum wage payment.

About the attractiveness of the salary as indicated in the fig 4.3 of below majority (87.6%) of them stated that by the current amount of salary their bureau is not able to attract recruits on different posts. From this data one can deduce that the current amount of salary is not attractive that makes new applicants less interested to apply on the posts advertised on different position.

In regarding the question of selection made is based on merit as indicated in the data of table 4.3 of the above among total respondents (75%) of them responded that selection is not made on merit system only. From this data one can surmise that selection of employees on new post is made partially not based on the recruitment procedure (guidelines) of civil services agency.

Although, it is also written in the regional civil servants HRM manual, some institutions could not follow the manual often they interpret it wrongly. This finding is in line with Paulos (2007) argument, which states inter-organizational transfer selection is made based on personal contact and promotion is being made not on individual performance. Moreover, the manual is not binding and there is weak monitoring by CSA.

In other way responded were asked is the organization is using good candidate selection method accordingly 40% of them believed that their organization is currently not implementing good type of candidate selection method.

Training and development

In the regional government, the CSA is responsible to train human resource management staff based on their office need assessment. It also coordinates and supports the training program of the different government offices. To make the programme effective, it issues policies to facilitate training locally or abroad. The agency gives one week training tentatively on recruitment, selection, transfer, promotion and discipline measure before implementation of the HRM manual. According to the civil servant proclamation, each office has the responsibility to identify and assess training needs, to prepare action plan and budget schedule. Training and development plays a significant role in improving individual and organizational performance.

Table 4.4 Training and Development

S.no	Variables	Frequency	Percentage	
1	Have you participate any training in your bureau?	Yes	45	56.3
		No	35	43.7
		Total	80	100
2	If yes, For how many times days (Months you attend have you attend)	<1 months	35	77.8
		1-2 Months	10	22.2
		Total	45	100
3	What type of tanning it was?	Training on Corruption	10	22.2
		Soft Skill training	6	13.3
		Civil Service reform	29	64.6
		Total	45	100
4	For how many times have you attended?	One time	25	55.6
		Two times	10	22.2
		Three times	5	11.1
		>4 times	5	11.1
		Total	45	100
5	Do you feel that staff at your bureau is adequately prepared for their task?	Yes	43	53.7
		No	37	46.3
		Total	80	100
6	Do employees at the woreda level have the appropriate skill levels	Yes	60	75
		No	20	25
		Total	80	100
7	Is the training given by CSA on human resource management is sufficient?	Yes	41	51.2
		No	39	48.8
		Total	80	100
8	Are you satisfied with the result of that training?	Yes	61	76.3
		No	19	23.8
		Total	80	100

Source: Own Survey data (2018)

As data presented in above table 4.4 shows that beyond half (56.3%) of the respondents has taken training in the bureau. This number shows that the organization is good on giving training to his employees.

Respondents were asked question regarding total number of days they attend training and as table 4.4 of above shows that majority beyond half 35 (77.8%) of them was attend training that

stayed less than one month's where 10 (22.2%) of them attend meeting of one to two months . From this one can infer that the organization is focusing on giving very short term training to its employees than long term trainings. Most of training that stays less than one month is on-job training so most of training taken by the respondents has the nature of on-job training. Vis-à-vis types of training provided to them as indicated in above table 4.4 of majority (64.6%) of them was participate on training organized on civil service reform. From this one can infer that the office highly focusing on civil service reform program among which human resource practice is part of the program which important in rendering of good public services to the communities.

Concerning frequency of the training as indicated in the above table 4.4 majority (55.6%) of them was participated on the training once time only. Effective training programs are systematic and continuous. In other words, training must be viewed as along terms process, not just an infrequent and /or haphazard event (Tannenbaum & Yukl, 1992; Wexley & Latham, 1991). From the given data one can conjecture that frequency of training provision to its employees is very less and is not continuous.

In regarding the questions of weathered employees are adequately prepared for their task as showed in table 4.4 among total respondents 53.8% of them believed that employees are not adequately prepared for their task. From this one can infer that employees are not enough and efficient in service provision.

About the skill nature of woreda employees as shown in the table 4.4 among total respondents 53.7% of them believed that employees of woreda have skill that enables them to do their work. From this data one can deduce that employees of the different bureaus possess necessary skill that can make the organization performance very efficient and effective.

Vis-à-vis training provided by the civil service agency is sufficient or not aspect; as data of table 4.4 putted that 51.2% of them replied that training provided to them by civil service agency on human resource management is sufficient enough. This data implies that employees are obtaining enough skill boosts up training particularly on human resource management.

Regarding the satisfaction nature of respondents as indicated in the above table 4.4 majority of the respondents (76.3%) of them responded that they are satisfied with the training they acquire

from the bureau. This shows that employees are happy & interested with training provided to them from their office particularly on human resource practices.

Table 4.5 Employees attitude on training and Development

S.no	Variables		Frequency	%	Mean
1	Do You think HRP like TD is performed as expected?	Disagree	38	47.5	2.94
		Neutral	9	11.3	
		Agree	33	41.2	
		Total	80	100	
2	Training organized by civil service agency improves function of your bureau	Neutral	10	12.5	4.04
		Agree	57	71.3	
		S. Agree	13	16.3	
		Total	80	100	
3	Training is effective in motivating employees	Neutral	16	20	3.93
		Agree	54	67.5	
		S. Agree	10	12.5	
		Total	80	100	
4	Within your office is their equal access to training employees?	S. Disagree	10	12.5	2.4
		Disagree	43	53.8	
		Neutral	12	15	
		Agree	15	18.5	
		Total	80	100	
5	Selection for training is based on a proper need assessment	S. Disagree	42	52.5	2
		Disagree	10	12.5	
		Neutral	12	15	
		Agree	10	12.5	
		S. Agree	6	7.5	
		Total	80	100	

Source: Own survey data (2018)

About the implementation of training and development as expected within different bureaus as indicated in the table 4.5 majority (47.5%) of them responded that training & development is not performed as expected. This implies that the training and development is not effectively implemented in the different public offices of the study wored.

Concerning the training provided by CSA is improving the function of bureau majority (87.5%) of respondents replied that their function is improving due to training provided by the civil service agency. The mean value is grater than 4 (4.04) that implies the traning parovided by diffirent bodies particularly, by civil service agency is important in service delivery to the public based on the procedures.

Besid this respondents was asked the training is effective in improving the regions service delivery employes responded the training is very improtant and effective tool in improving service delivery here the mean value is 4.5 which is garter than the maxaimum mark henece, training is effective to render better public service.

About respondent's response on there is equal access to train as data in fig 4.19 of below shows that majority of respondents (66.2%) responded that there is no equal access to getting training. From this data one can infer that employees are not equally selected for training and development it's based one partiality.

Vis-à-vis respondents feedback on the training is based on the need assessment as indicated in the table 4.5 majority (65%) of them identified that the training prepared and provided is not based on the their need. From this one can infer that training selection in the study woreda is not needed assessment based rather than is prepared by the office will.

4.4. Result and discussion

The paper has explored the human resource practices (implementation) particularly; training and development, and selection and recruitment and to identify possible problems that occur in the implementation of this functions challenges in southern region of Ethiopia, Duna woreda.

The implementation of human resource function in the selected bureaus of the study woreda is good particularly, selection and recruitment is performed in the selected office meanwhile even if the region is decentralized the power of hiring of employees but the selection process is not merit based regarding the training and development it is not based on the need assessment.

The findings from the selected bureaus on each of activities are discussed in the next sections.

Findings from the study

Recruitment and Selection

Using their authority each bureau employees both internal and external sources of recruitment to fill the vacancy. Nevertheless, as the response showed the current recruitment manual does not allow the bureaus to hire the right person for the right post (6.3%). This is due to the restricted minimum requirement needed for a specific position. In fact, the bureaus were trying to attract applicants for a vacant post.

In fact, the bureaus were trying to attract applicants for a vacant post. Yet, as indicated by 87.6% of the respondent, their bureaux were not able to attract best applicants as the current salary scale was not attractive (87.6%). This could also be attributed to failure to follow manpower-planning, absence of merit, lack of training after entry, and the uniform salary scale in the civil service.

Selection of candidates need a parameter to choose the best fit among a pool of applicants. In doing this, as the feedback indicated, the bureaus use the selection criterion. In contrast, selection is not made only based on merit but also friendship and interference as indicated in the table 4.4 (87.6%).

Some respondents claimed (22.4%) that selection has been made based on merit only and insisted that a candidate could not influence selection decision.

Training and Development

Training and development is vital for the improvement of individual and organizational goal attainment. As the finding in table 4.6 depict, the training conducted by CSA was sufficient and satisfactory. Further, training is effective in motivating employees as majority of them indicated. Nevertheless, there is unequal access to training and the assessment procedures needs attention. The reason for this might be consulting irrelevant organization and lack of skilled HRM specialist to handle need assessment. Moreover, frequency of the training is very minimal (one person may take averagely 55.6% of the respondents)

CHAPTER FIVE

5. Conclusion and Recommendation

5.1. Conclusion

Many literatures indicates that all activities which make up the human resources management, therefore recruitment and selection, motivation and reward, evaluation and development, may contribute to the emergence of citizenship behaviors. Among different human resource functions this study was focused on recruitment and selection, and training and development of the organization particularly public sectors.

Ensuring that the right people are in the right place at the right time is a critical factor in gaining and maintaining competitive advantage. Recruitment and selection have always been crucial processes for organizations.

Recruitment is “the process of generating a pool of capable people to apply to an organization for employment. Selection is the process by which managers and other use specific instruments to choose from a pool of applicants the person or persons most likely to succeed in the job(s), given management goals and legal requirements”.

Training programs help employees to obtain the necessary knowledge, skills, and abilities to work effectively in sustaining and improving current work activities. Well trained employees, in general, not only require less supervision but, also tend to have higher morale and lower levels of attrition.

In Ethiopia the functions of human resource practice is less in the public sector as compare to the private sectors. Effective human resource management is a critical function in today's public sector. HRM in the public sector has been characterized by the creation of structures that are more flexible and processes, the elimination of highly centralized agencies and service-wide consistency of rules and greater responsibility accorded to line managers and supervisors in the management of employees through flatter management structures and programmes of decentralization and devolution.

It is clear from the preceding discussions that the regional government devolves recruitment, selection, training and development.

Each regional, zonal and woreda level government office has the right to advertise every vacant position. Moreover, every government office may solicit graduates of higher educational

institutions for recruitment in cooperation with institutions. In doing this, each office shall follow the regional HRM manual. The vacancy announcement should be widely advertised to attract the best candidates from the labour market.

In the region, every government office shall have the duty to identify the training needs of the office, the civil servants, to prepare plans and budget for training and thereby ensure that the civil servants receive the necessary training and furnish information there on to the commission currently the (Agency). The Agency in turn shall train HRM staff based on the training needs of government offices, coordinate and support the training program of the different government offices.

SNNPR is among the region found in the Ethiopia and devolves major human resource management function from the federal government via civil service ministers. For the purpose of this study, Duna woreda was taken as study area. In doing so the researcher, has collected primary data through self-administered questioner from selected respondents and in-depth interview were conducted with purposively selected employees from each public sector bureaus of the woreda. The questioner was distributed and completed by 80 employees of the selected civil service bureaus and was analyzed using SPSS version 24 in order to get descriptive statistics.

The result of survey have yielded useful findings relating to the practices of human resource function challenges encountered that become good input for the improvement of human resource functions particularly, recruitment and selection as well as training and development.

Duna woreda is practicing the recruitment and selection as well as training and development within its public sector as per the devolve power from the regional civil service bureau.

However recruitment and selection faced the challenges such as; it is not merit based, using inappropriate selection channels, absence of attractive salary scale, and the current regional civil servants recruitment procedure is not always allow bureaus to recruit the right candidate for the right position.

Regarding the training and development the bureaus are facing problems such as; Training and development is not based on the need assessment (Improper need assessment), not frequently given, it is given only for small number of days and no equal access to get training.

5.2. Recommendations

Based on the research findings, the study has produced the following recommendation to improve the woreda civil service bureaus on the implementation of human resource functions.

In order to overcome the problem that occurs in the practices of human resource management (That particularly studied in this study i.e. recruitment, selection, training and development) new employees selection should be merit based in other ways it is better if each woreda bureaus used different recruitment channels in order to reach in many job searchers so the bureaus can get competent applicant from different areas.

As the survey data showed that the bureaus are using the following recruitment method in order to seek recruits which involves, word-in mouth, notice board advertisement and recommendation but it is effective for the organization using multi geographical recruitment channels such as advertising, job centers, employment agencies, walk-in and professional associations beside, this I will recommend the office should solicit graduates of higher educational institutions for recruitment in cooperation with institutions or neighbor universities (such as Awasa, Arbamich, Dila and others universities) because such method can reduce the cost of adverting that the office incur.

Concerning the training and development; the bureaus or civil service agency (CSA) before conducting training it should assess the needs and areas of employees on the training than conducting the training by themselves without the interest of the employees, the training conducted should be frequently conducted to each employees sector wise even the days of the training should be reconsidered since it is very short finally, on the accessing the of the conducted training there is no equality between employees across the sector hence the bureaus should work on the selection of employees for training, it should be based on the effectiveness or result of employees rather, than subjective. Finally, in order to improve the performance of training and development each bureaus of the public sector found in woreda should work on the activity such as; each employees should exposed to training, the avoiding attitude of exposing to training as a discrete event (making part of an overall programme of organizational improvement), selection of the trainees should takes basis of the greatest need (rather than on the basis of bureaucratic politics and Patronage), training curricula and model should consider on solving the skill gap and the trainer skill borrowed theories.

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Appendix I

ADDIS ABABA UNIVERSITY

College of Business and Economics

School of Post graduate studies

Department of Public Administration and Development Management (PADM)

Questionnaire to be filled by employees of Duna woreda public service bureau

Dear respondents,

This questionnaire is prepared by Daniel Beyen, who is a postgraduate student at Addis Ababa University field study of Public Management and Policy (MPMP). The objective of the questionnaire is to collect data regarding the practice of Human Resource Management in Southern Regional Government of Ethiopia case of Duna Woreda, which will be used to prepare a Thesis required for my MA degree. The aim of this research is to contribute to a better understanding of the circumstance under which HRM practitioners in Ethiopia have to function. You (respondent) are kindly requested to read the questions thoroughly and respond accordingly. The result of this survey will be treated with utmost confidentiality and will be strictly used for academic purpose only.

Many thanks in advance for your cooperation!!

Daniel Beyene

MPMP student @ Addis Ababa University

Email: danielbeyene80@gmail.com

Part I. Questions related to background

1. Gender: A. Male B. Female
2. Your highest educational background.
A. Higher diploma C. Master's Degree
B. Bachelor degree D. Other (Please specify)_____
3. What was your area of study? (Hint 1 for Business and Economics (FBE), 2 for Natural and Computational science, 3 for agricultural fields, 4 for computer science and ICT, 5 Health, Others (Specify)_____
A. 1 C. 3
B. 2 D. 4 E. 5 Health 6. Others (Specify)_____
4. Your current position
A. Manager C. Operational Employees
B. Team Leader
5. Work experience?
A. 0-1 years
B. 2-4 years
C. 5-8 years
D. >9 years

Part II. Questions Related to Recruitment

1. When you were recruited for the first time to join this bureau, how did you find the job opening? (Circle)
A. Radio
B. Newspaper
C. Television
D. On-campus recruitment
E. Internet source
F. From Colleagues
G. other (Please specify) _____

2. Do you think that the current procedure allows your bureau to recruit the right person to the right job?
 - A. Yes B. Sometimes C. No
3. Is the selection criteria set by the Civil Service Agency manual useful?
 - A. Yes B. No
4. Which type of recruitment channel is often used by your bureau?
 - A. Advertising by newspaper C. Internet adverting
 - B. Notice on the board D. Other (specify)_____
5. Which type of instrument your bureau is often used by while selecting employees?
 - A. Providing Written Exam
 - B. Only by looking their education status
 - C. Interview
 - D. Giving both written exam and Interview
 - E. other (specify)_____
6. Do you believe human resource practices particularly, recruitment is performed as expected at your woreda public service bureaus?
 - A. Strongly Agree C. Neutral E. Strongly Disagree
 - B. Agree D. Disagree

Note: Please put “√” mark in the space provided accordingly 5 stands for strongly agree, 4 Agree, 3 Neutral, 2 Disagree, 1 strongly Disagree.

Questions		1	2	3	4	5
1.	Our bureau is able to attract suitable applicants					
2.	Our bureau (sector) is able to attract suitable applicants to fill vacancies					
3.	The current salary attracts the best recruits for the various posts					
4.	Selection is based on merit only					
5.	Our Bureau is using efficient and effective candidate selection method					

Note: Please put ‘√’ mark in the space provided accordingly 5 stands for strongly agree, 4 Agree, 3 Neutral, 2 Disagree, 1 strongly Disagree.

Questions		1	2	3	4	5
1	The training organized by the Capacity Building & Civil Service Agency improves functioning of your department.					
2	Training is effective in improving regional government's performance in service delivery.					
3	Training is effective in motivating employees.					
4	Within your office, there is equal access to training employees.					
5	Selection for training is based on a proper need assessment.					

Appendix II

Addis Ababa University

College of Business and Economics

School of graduate studies

Department of Public Administration and Development Management (PADM)

Interview guide to be answered by Officials

This interview is prepared by Daniel Beyen, who is a postgraduate student at Addis Ababa University field study of Public Management and Policy (MPMP). The objective of the questionnaire is to collect data regarding the practice of Human Resource Management in Southern Regional Government of Ethiopia case of Duna Woreda, which will be used to prepare a Thesis required for my MA degree. The aim of this research is to contribute to a better understanding of the circumstance under which HRM practitioners in Ethiopia have to function. You (respondent) are kindly requested to read the questions thoroughly and respond accordingly. The result of this survey will be treated with utmost confidentiality and will be strictly used for academic purpose only.

Many thanks in advance for your cooperation!!

Daniel Beyene

MPMP student @ Addis Ababa University

Email: danielbeyene80@gmail.com

Interview Guide
Officials of woreda public service bureau

Date: ----- Interviewer: -----
Position: ----- Interviewee: -----
Education status: ----- Duration of interview: -----
Telephone: ----- Place: -----
Name of your bureau: ----- Time of interview: -----

1. What type of recruitment and selection method your office used currently, while selecting and hiring employees from the market?

2. Tell me the selection criteria's you are using to select candidates?

3. Do you think providing training for employees is good? If yes, in what why?
4. How do you select your employees for training and development?

5. Who are the major actors helping your bureaus in arranging and providing training for your employees at different levels?

6. Is the training provided to each employees is based on need assessment? How you are going to identify (assess) and incorporate the need of employees?

7. How often your office is providing training to your employees?

8. Do you think are you implementing the recruitment, selection, training & development in good manner? If not what kind of challenges you faced for not implementing the above HR practices in good manner at your districts?
 - i. Recruitment

ii. Selection

iii. Training and development

9. What are major strength and weakens of the training & development of you bureau?