ADDIS ABABA UNIVERSITY

COLLEGE OF EDUCATION AND BEHAVIRAL STUDIES

THE PRACTICE OF STAFF EMPLOYEMENT AND PROMOTION FUNCTIONS IN THE ETHIOPIAN NATIONAL EDUCATIONAL ASSESSMENTS AND EXAMINATIONS AGENCY

BY

NIGUSIE GERIE DINKU

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ACRONYMS

CEO- Chief Executive Officer

EEO- Equal Employment Opportunity

EEOC- Equal Employment Opportunity Commission

NEAEA- National Educational Assessments and Examinations Agency

HRM- Human Resources Management

HR- Human Resource

HRP- Human Resource Planning

HRIS- Human Resource Information System

Abstract

The purpose of this study was to identify the major problems of staff employment and promotion functions in NEAEA. To this end, answers to basic questions pertaining to the extent of linkage of the human resource plan of the agency with its strategic plan, staff employment and promotion functions, major challenges, measures taken to improve the process of staff employment and promotion functions were sought. A mixed research method of study was employed to reveal the current practices of staff employment and promotion functions in NEAEA. The sample population involved NEAEA employees who were selected using stratified simple random and purposive sampling techniques. In this study, both primary and secondary sources of data were used. The primary sources were the NEAEA managing and support staff members who were assigned in different job position. Secondary sources such as books, strategic plans and reports prepared by NEAEA were considered. As far as, data collection instruments (questionnaire, document analysis and interview) were adapted. The questionnaire was pilot-tested and modified. The questionnaire was distributed and completed by 41 managing and 70 support staffs members of NEAEA making sample size of 111. The data gathered were analyzed using such statistical tools as percentage, mean, frequency, standard deviation and t-test. The result of the study showed that the agency did not systematically conduct needs assessments to determine its HR requirements. The 2017/2018(2009/2010 E.C) human resource office actual HRP prepared by HR office were not aligned with the strategic plan of the agency. The strategic plan by itself was not properly prepared. The result of the study also portrayed that staff recruitment and selection activities in the agency were weak because of absence of qualified HR expert and director. Moreover, promotion was not based on federal civil servant directives as such the guidelines as order. Therefore, it may be concluded that causing, the agency to fail in attracting and retaining qualified and experienced employees. Hence, it was recommended that the agency to fill in positions of HR director and expert by individuals who have the required skills, knowledge and competences in the area, better exercise staff employment and promotion functions based on the federal civil servant directives, and regulations. It may also be required to provide adequate training to its employees on personnel policies, regulation and directives of staff employment and promotion functions.

Chapter One

Introduction

This chapter presents the general framework of the study that encompasses background of the study, statement of the problem, objective of the study, significance of the study, delimitation of the study, limitation of the study, operational definition of key terms and organization of the study.

1.1 Background of the Study

As Armstrong (2012:310) confirmed that the word 'management' is derived from the Italian verb maneggiare, which means 'to handle a horse'. This definition at least states that to manage is to have charge of or responsibility for something, but there is clearly more to it than that management has often been defined as 'getting things done through people' this emphasizing its leadership component but managers are also responsible for guiding and controlling an organization or their part of it by managing other resources such as finance, work systems and technology management could therefore, be defined as deciding what to do and then getting it done through the effective use of resources.

Mahapatro (2010:3) asserts that human resource management (HRM) is a process of bringing people and organizations together so that the goals of each are met. It is a part of the management process which is concerned with the management of human resources in an organization. It tries to secure the best from people by winning their wholehearted cooperation.

Strategic HRM is an approach to making decisions on the intentions and plans of the organization in the shape of the policies, programmes and practices concerning the employment relationship, resourcing, learning and development, performance management, reward, and employee relations. The concept of strategic HRM is derived from the concepts of HRM and strategy. It takes the HRM model with its focus on strategy, integration and coherence and adds to that the key notions of strategy, namely, strategic intent, resource-based strategy, competitive advantage, strategic capability and strategic fit (Armstrong, 2012:14).

As Armstrong (2010:53) pointed out human resources functions are concerned with the management and development of people in organizations. They are involved in the

development and implementation of HR strategies and policies and some or all of the following people management activities: organization development, human resource planning, talent management, knowledge management, recruitment and selection, learning and development, reward management, employee relations, health and safety, welfare, HR administration, fulfillment of statutory requirements, equal opportunity and diversity issues, and any other matters related to the employment relationship.

Human resource planning is a process by which management determines how the organization should move from its current manpower position to its desired manpower position. Through planning, management strives to have the right number and the right kinds of people, at the right place, at the right time, doing things, which result in both organization and the individual receiving maximum long-run benefits (Mahapatro, 2010:38).

The main purpose of human resource planning is to make sure that employees have best level of interaction with their jobs. Also, this planning process confirms that employees are in right number as required i.e. there is neither a surplus of manpower nor a shortage. The three fundamental functions of human resource planning include a) labor forecast, b) managing demand for employees and available supply in market and c) keep a balance between labor supply and demand predictions (International Journal of Human Resource Studies, 2013:202).

Recruiting is the process of generating a pool of qualified applicants for organizational jobs. Recruiting is becoming more important as labor markets shift. Although recruiting can be expensive, an offsetting concept that must be considered is the cost of unfilled jobs. It is important that recruiting be treated as a part of strategic HR planning because it is a key mechanism for filling positions necessary to get the work done (Robert, L. and John, H. 2010:178).

Selection is the process of choosing individuals with the correct qualifications needed to fill jobs in an organization. Without these qualified employees, an organization is far less likely to succeed. The ultimate purpose of selection is placement, or fitting a person to the right job. Placement of human resources should be seen primarily as a matching process (ibid).

The organizations have to face lots of challenges in the present scenario. These challenges may be categorized according to their primary focus; the environment, the organization, or the individual (Mahapatro, 2010:21). Undoubtedly, there are many factors that account for the increased attention directed to human resource planning, recruitment, and selection but environmental forces globalization; new technologies, economic conditions, and a changing work force seem particularly potent.

The enormous and diverse roles of a government are planned and exercised to a large extent by public employees or the civil service. As the role and activities of modern government are very large and complex in nature, so are the size and nature of the civil service. Pubic administrative jobs range from the exploration of outer space to sweeping of the streets; some have a nationwide impact; others have virtually no responsibility for policy making and simply carry out the mundane governmental tasks.

The management of these diversified civil services which are crucial in the national development is one of the major components of human resource management. So civil servant law must be implemented to as to give civil servants better protection and to ensure the effective and efficient use of human talent to accomplish organizational goals. Thus, the study focuses on examining practice of human resource planning, recruitment, selection and promotion of employees in NEAEA of Ethiopia. As per the proclamation no. 260/2012 NEAEA was re-established. The vision of the agency is accomplishing an excellent educational assessment by the year 2020.

Its mission to execute its organizational duties and responsibilities based on educational and training policy via registering examinee and computing exam results, developing and administering national examinations, documenting examination results and placing the students in higher governmental educational institutions and conducting national educational assessments for quality education. The agency has been going forward with a frequent evaluation of its work and integrating best experiences of different countries.

Though the assessment system focused on identifying those students who could be eligible up to the next higher educational levels, the agency also plays a great role in maintaining quality education in the country. Thus, it assures that examinations which are developed

based on the curriculum should not only aim at examining all students' candidates equally but also to have a contribution towards producing competent ones.

The agency also plays its roles in administering the Ethiopian General Secondary Education Certificate Examinations (EGSECE), The Ethiopian University Entrance Examinations (EUEE), the medical entrance and law exit examinations in a well secured and confidential manner. Moreover, as the agency implement a large scale assessments and able to get membership with the association for Educational Assessment in Africa (National Educational Assessment and Examinations Magazine August, 2016:38).

Therefore, the study focuses on examining practice of human resource planning, recruitment, selection and promotion of employees in NEAEA of Ethiopia in order to identify the main problems and to suggest possible solution to the existing problems.

1.2. Statement of the Problem

Ivancevich (2004:9) highlights that the human resource management functions today are much more integrated and strategically involved. The importance of recruiting, selection, training, developing, rewarding, compensating, and motivating the work force is recognized by managers in every unit and functional areas of institution. HRM and every function must work together to achieve the level of an organizational effectiveness required to compete locally and internationally.

Human resource management (HRM) is critically important in that it ensures that the 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 (Robert, L. and John, H. 2010:4).

In line with this, Mahapatro (2010:24) has noted out human resource management has an important role to play in equipping organization to meet the challenges of an expanding and increasingly competitive sector. Increase in staff numbers, contractual diversification and changes in demographic profile which compel the HR managers to reconfigure the role and significance of human resource management. The functions are responsive to current staffing needs, but can be proactive in reshaping organizational objectives.

Employment of human resource is an important function in any organization with objectives that includes the optimum use of human resources currently employed and satisfying its future human resource needs in quantity and quality. The employment process, which must be based on environmental trends such as economic, social and political factors, is concerned with obtaining of the proper kind and number of people necessary to accomplish organizational goals. It deals specifically with the determination of human resources requirements of an organization, and the recruitment, selection, placement and induction of employees to an organization (Melaku, 2002).

Accordingly (Mondy and Martocchio, 2016:32) many interrelated factors affect HRM practice within and outside the organization. Environmental factors include legal considerations, labor market, society, political parties, unions, shareholders, competition, customers, technology, the economy, and unanticipated events. Each factor, either separately or in combination with others, can create constraints or opportunities for HRM.

As an internal environment factor affecting HRM, the culture existing within a firm influences the employees' degree of satisfaction with the job as well as the level and quality of their performance. The assessment of how desirable the organization's culture is may differ for each employee. One person may perceive the environment as bad, and another may see the same environment as positive. An employee may actually leave an organization in the hope of finding a more compatible culture. These factors reflect on success of the recruitment and selection process. No matter how sophisticated and advanced the culture structure or technology system of an organization, it is the commitment of employee and their wellbeing and development that ensures success. Probably nothing matters more than getting the right people for the right job.

It is familiar that in our country, in every government institutions, there is human resource planning, recruitment, selection, and promotion of staff employees. The federal civil servant proclamation,515/2007 article12 sub article 1&3 states that "any government institution based on its strategic plan shall prepare and implement short, medium and long term human resource plan and vacancies filled through recruitment, promotion, transfer or deployment on the basis of the human resource plan. Promotion shall be given for the

purpose of enhancing the performance of government institutions and to motivate the employees."

Cognizant of this fact, it is necessary to investigate the practice of staff employment and promotion functions in Ethiopian National Educational Assessment and Examinations Agency effectively as possible. Most of the agency employees (60%) were diploma and below, 39 % were first and second degree holders and, 0.55% was PhD holders. As the documents shows that there are 260 positions out of these 185 positions are occupied the remaining 75 positions are vacant even though the positions need employee. This shows that the agency fails to attract and hire qualified man power.

Besides, the agencies had strategic plan II (2008-2012) but didn't indicate about staff employment and promotion functions, it didn't show how many employees will hire and promote. In the absence of this plan it is difficult to provide the right kind of people at the right time, effective management of change. The main reason that this problem existed in the agency is the result of absence of HR specialist /professionals /experts and the activities are done by other non-concerned bodies that do not have the required skills and knowledge. This shows that the agency did not give attention to human resource. So it indicates how severs the problem.

Therefore, the purpose of this study is to assess practices of staff employment and promotion of employees in NEAEA. In the course of the study, an attempt was made to answer the following basic research questions:

a) To what extent is the annual human resource plan of the agency linked with its strategic plan?
b) How effectively are staff employment and promotion functions executed in NEAEA?
c) What were the major challenges encountered in the process of implementing staff employment and promotion function in the Agency?
d) Were there measures taken to improve the process of staff employment and promotion functions and if so, to what extent had those measures proved to be successful?

1.3. Objectives of the Study

1. 3.1.General Objective

The general objective of the study is:

To investigate the practices of staff employment and promotion functions in NEAEA and to suggest possible solutions that contributes to reduce the problem.

1.3.2. Specific Objectives

The specific objectives of the study are:

a) To assess the linkages between the annual human resources plan of the agency with its strategic plan.

b) To examine how effectively staff employment and promotion functions are executed in NEAEA.

c) To find out the major challenges faced during the practices of human resource planning, recruitment, selection and promotion in NEAEA.

d) To assess what measures were taken to improve the process of staff employment and promotion functions and to what extent had those measures improved to be successful.

1.4. Significance of the Study

The researcher believes that the findings of this study may have the following significances: It may provide information for top managers, HR director and human resources experts concerning the linkage the actual human resource action plan of the agency with it's strategic plan; It may provide valuable information for top managers, HR directors, experts and human resource personnel's concerning staff employment and promotion functions. Besides this, the study may provide information for human resource managers and experts concerning how to improve a number of challenges which adversely hamper staff employment and promotion functions and may serve as data base for interested individual to conduct further research in the same area.

1. 5 Delimitation of the Study

This study was conducted to investigate the practices of staff employment and promotion functions. In order to make the study feasible and manageable, it was undertaken in NEAEA. The study was also limited to the current practices of linkages of the annual human resource plan with the strategic plan and human resource planning, recruitment,

selection, and promotion functions. Because these functions have important aspects such that the impact of HRM is best reflected in these main drivers as a change engine. As such, these human resource activities have an important role compared to other human resource activities. Hence, the major focus was to these selected management activities.

1.6 Limitations of the study

In the process of this study some limitations were encountered. For instance, some time had been raised as a few of the respondents caused delays in filling in and returning the questionnaire. However, an attempt was made to overcome the problems by compensating the cost time applying extra effort and time to complete the research project. As a result, the limitation might have no major significance influence on the results of the study.

1.7 Definition of Key Terms

Human resource planning: is a process by which management determine how the organization should move from its current manpower position to its desired manpower position **(**Mahapatro, 2010:38).

Management staffs: Includes directors, team leaders and line staff experts.

Support staffs: Includes human resources officers, communication officers, finance officers, planning officers, auditors, purchasers, procurement officers, legal officers, gender officers, liaison officers, cashiers, secretaries, data encoders, general service officers, transport officers, operator, driver, messengers, and genitors.

Staff recruitment: is the process of attracting individuals on a timely basis, in sufficient numbers, and with appropriate qualifications to apply for jobs with an organization (Federal civil servant permanent employment implementation directive, 2000).

Staff selection: is the process of choosing from a group of applicants the individual best suited for a particular position and the organization (Federal civil servant permanent employment implementation directive, 2000).

Promotion: means assigning a civil servant to a higher position (Federal civil servant proclamation, 515/2007).

Strategic plan: The NEAEA's growth and transformational plan II (2008-2012).

Government institution: means any federal government office established as an autonomous entity by a proclamation or regulations and fully or partially financed by

government budget; included in the list of government institutions to be drawn up by the council of ministers (Federal civil servant proclamation, 515/2007).

Agency: means the National Educational Assessment and Examinations Agency.

1.8 Organization of the Study

The research paper has five chapters. The first chapter is an introductory part which deals with the general framework of the study that encompasses background of the study, statement of the problem, objective of the study, significance of the study, delimitation of the study, limitations of the study, operational definition of key terms and list of abbreviation. The second chapter is the review of the related literature and chapter three deals the design and methodology of the study. In the fourth chapter data presentation, analysis and interpretation are incorporated. At last, chapter five presents the summary, conclusion and recommendations part.

Chapter Two

Review of the Related Literature

2.1 The Concept of Human Resource Management

As Armstrong (2006:3) implies that the terms 'human resource management' (HRM) and 'human resource' (HR) have largely replaced the term 'personnel management' as a description of the processes involved in managing people in organizations. Human resource management is defined as a strategic and coherent approach to the management of an organization's most valued assets the people working there who individually and collectively contribute to the achievement of its objectives.

Human resource (HR) management deals with the design of formal systems in an organization to ensure the effective and efficient use of human talent to accomplish organizational goals. In an organization, the management of human resources means that they must be recruited, compensated, trained, and developed (Robert, L. and John, H. (2010:4).

In line with this, Torrington, Hall and Taylor, (2005: 14) defined human resource management as: 'is a series of activities which: first enables working people and the organization which uses their skills to agree about the objectives and nature of their working relationship and, secondly, ensures that the agreement is fulfilled.'

Mahapatro (2010:19) has also noted a functional definition to HRM is a strategic approach to the acquisition, motivation and development and the management of human resources. It is a specialized field that attempt to developing organizational corporate culture, implements the programs which reflect values of the organization and ensure its success. HRM is proactive rather than reactive i.e., looking forward what to what needs to be done and then doing it, rather than waiting to be told what to do about recruiting, paying and training people, or dealing with employee relations problems as they arise.

Ronald (2002:2) claims that human resource management is the term increasingly used to refer to the philosophy, policies, procedures, and practices related to the management of an organization's employees. Human resources management is particularly concerned with all the activities that contribute to successfully attracting, developing, motivating, and maintaining a high-performing workforce that results in organizational success.

The primary objectives of HRM are to ensure the availability of competent and willing workforce to an organization. Apart from this, there are other objectives too. Specifically, HRM objectives are of four fold: societal, organizational, functional and personal objectives (Mahapatro, 2010:23).

Societal objectives: The Societal Objectives are socially and ethically responsible for the needs and challenges of society. While doing so, they have to minimize the negative impact of such demands upon the organization. The failure of the organizations to use their resources for society may limit human resources decisions to laws that enforce reservation in hiring and laws that address discrimination, safety or other such areas of societal concern.

Organizational objectives: The organizational objective recognizes the role of human resource management in bring about organizational effectiveness. Human resource management is not an end itself; it is only a mean to assist the organizations with primary objectives.

Functional objectives: functional objectives try to maintain the departments' contribution at a level appropriate to the organizational needs. Human resource is to be adjusted to suit the organizational demands. The department's level of service must be tailored to fit the organization it serves.

Personal objectives: Personal objectives assist employees in achieving their personal goals, at least in so far as these goals enhance the individuals' contribution to the organization. Personal objectives of employees must be met if they are to be maintained, retained and motivated. Otherwise, employees' performance and satisfaction may decline giving rise to employee turnover.

The purpose of HRM programs is to increase organizational success and also to develop the potential of all members. Human resource management also emphasizes that HRM planning needs to be closely related to the organization's strategic goals and plans. Finally, there are a series of planned HRM activities that will ultimately influence the success of an organization (Ronald, 2002:3).

Therefore, Human resource management is fundamental to all management activity. It is possible to identify two distinct definitions of the term 'human resource management'.

The first describes a body of management activities, while the second signifies a particular approach to carrying out those activities. Effective management of human resource is an important component of organizational success and the HRM function is an organization's most critical source of information about employment practices, employee behavior, labor relations, and the effective management of all aspects of human resources.

2.2 The Concept of Human Resource Planning

As defined by Bulla and Scott cited in Armstrong (2006:363) human resource planning is 'the process for ensuring that the human resource requirements of an organization are identified and plans are made for satisfying those requirements'. It is generally, concerned with matching resources to business needs in the longer term, although it will sometimes address shorter term requirements. It addresses human resource needs both in quantitative and qualitative terms, which means answering two basic questions: how many people, and what sort of people.

Mondy and Martocchio (2016:106) contests that human resource planning (workforce planning) is the systematic process of matching the internal and external supply of people with job openings anticipated in the organization over a specific period of time. Workforce planning has evolved from a knee-jerk planning undertaking to a fundamental strategic function. It includes strategic plan, HR data, and statistical analyses of those data. It is also incorporated into the strategy and financial planning process, so it provides a foundation for a plan that is aligned with the organizational strategy.

This implies that HR planning is the strategy for the acquisition, utilization, improvement and preservation of an organization's human resources. It relates to the establishment of job specifications or the qualitative requirement of the jobs, determining the number of personnel required and the developing the sources of supply of manpower.

2.2.1 Objectives of Human Resource Planning

Human resource planning has an objective. Mahapatro (2010:38) point out the following objectives of human resource planning: Forecasting human resource requirements: HRP is essential to determine the future needs of HR in an organization. In the absence of this plan it is very difficult to provide the right kind of people at the right time, effective management of change: Proper planning is required to cope with changes in the different

aspects which affect the organization. These change needs continuation of allocation/ reallocation and effective utilization of HR in organization, realizing the organizational goals: In order to meet the expansion and other organizational activities the organizational HR planning is essential, promoting employees: HRP gives the feedback in the form of employee data which can be used in decision-making in promotional opportunities to be made available for the organization, and effective utilization of HR: The data base will provide the useful information in identifying surplus and deficiency in human resource.

Therefore, the objectives of the HR planning are to maintain and improve the organization's ability to attain its goals by developing the strategic purporting to magnify the contributions of human resources regularly in the foreseeable future.

2.2.2 Human Resource Planning Process

As Robert, L. and John, H. (2010:48) has indicated human resource (HR) planning process begins with considering the organizational objectives and strategies. Then both external and internal assessments of HR needs and supply sources must be done strategically. Then both external and internal and forecasts developed. Key to assessing internal human resource is having solid information, which is accessible through a human resource information system (HRIS).

Once the assessments are complete, forecasts must be developed to identify the mismatch between HR supply and demand .HR strategies and plans to address the imbalance, both short and long term, must be developed. In general, the process of human resource planning involves: Assessing current human resources. This step looks at jobs currently being done and the employees doing those jobs. It is based on human resource inventory and job analysis, demand forecasting: this step estimates future human resources needs in terms of quality and quantity based on organization's strategies and objectives as well as revenue forecasts, supply forecasting: this step estimates future sources of supply of human resource from inside and outside the organization ,and matching demand and supply: this step matches demand and supply forecasts to determine future shortages or surpluses of human resource in terms of quality and quantity.

Mondy and Martocchio (2016:106) have proposed two components HR planning: requirements and availability. A requirements forecast involves determining the number,

skill, and location of employees the organization will need at future dates to meet its goals. The determination of whether the firm will be able to secure employees with the necessary skills, and from what sources, is called an availability forecast. When employee requirements and availability have been analyzed, the firm can determine whether it will have a surplus or shortage of employees. Ways must be found to reduce the number of employees if a surplus is projected. If a worker shortage is forecast, the firm must obtain the proper quantity and quality of workers from outside the organization. In this case, external recruitment and selection are required. Because conditions in the external and internal environments can change quickly, the HR planning process must be continuous.

Forecasting Human Resource Requirement

This forecast is then converted into people requirements for the activities necessary to meet this demand. For a firm that manufactures personal computers, activities might be stated in terms of the number of units to be produced, number of sales calls to be made, number of vouchers to be processed, or a variety of other activities.

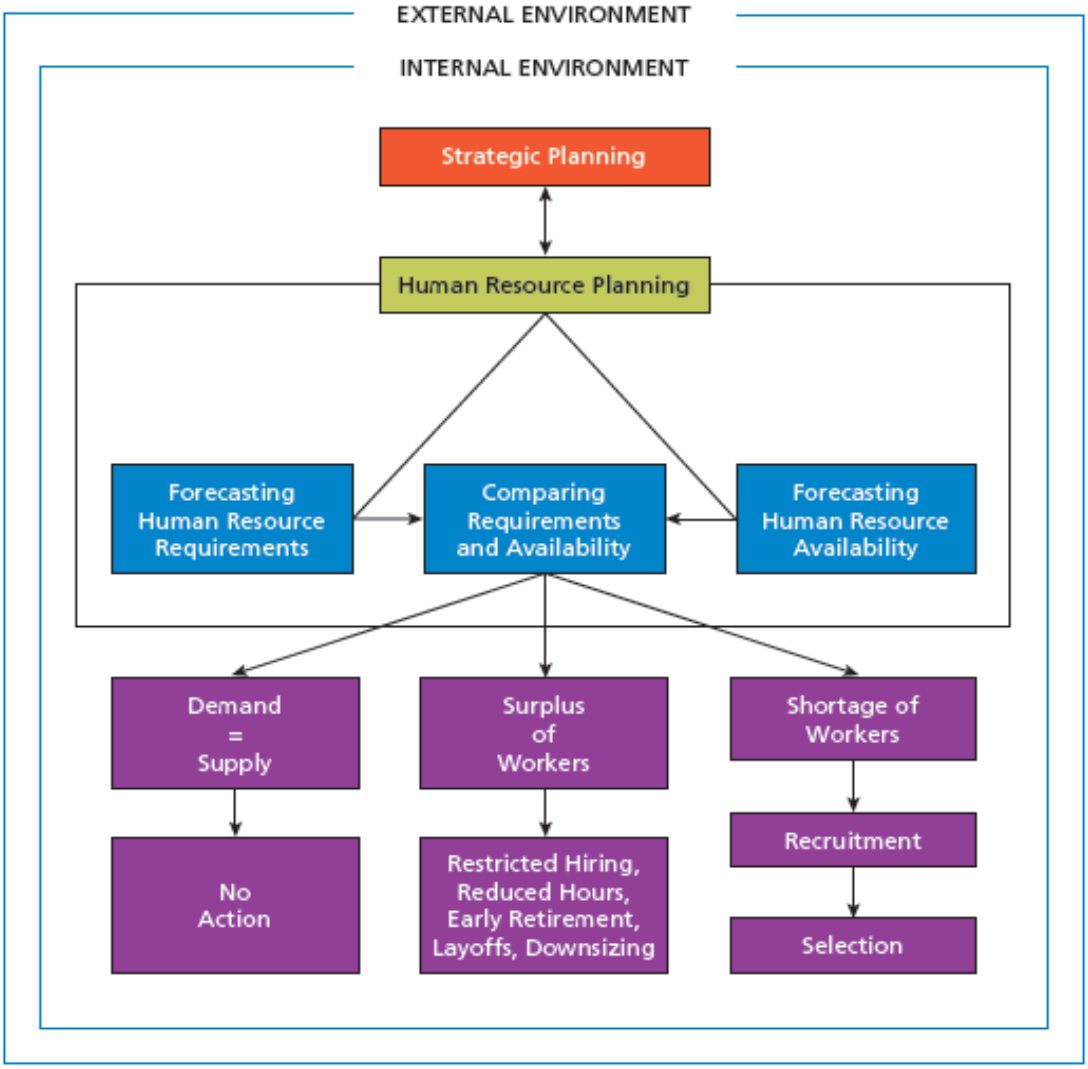
Forecasting Human Resource Availability

To forecast availability, the HR manager looks to both internal sources (current employees) and external sources (the labor market). The determination of whether the firm will be able to secure employees with the necessary skills, and from what sources, is an availability forecast. It helps to show whether the needed employees may be obtained from within the company, from outside the organization, or from a combination of the two sources. Another possibility is that the required skills are not immediately available from any feasible source.

Shortage or Surplus of Workers Forecast

When firms are faced with a shortage of workers, organizations will have to intensify their efforts to recruit the necessary people to meet the needs of the firm. A shortage of personnel often means that new approaches to recruiting must be used. The organization may have to recruit in different geographic areas than in the past, explore new methods, and seek different kinds of candidates. When a comparison of requirements and availability indicates that a worker surplus will result, most companies look to alternatives to layoffs but downsizing may ultimately be required.

Figure1: The human resource planning process



(Source: adapted from Mondy and Martocchio, 2016:107. Human Resource Management)

At times, layoffs can be a necessary cost-cutting measure. One of the first alternatives to layoffs is to implement a restricted hiring policy that reduces the workforce by not replacing employees who leave.

2.2.3 Linking Organizational Strategies and Human Resource Plans

A link means "anything serving part of a thing with another; a bond or tie." Similarly, linkage means "the act of linking; the state or manner of being linked." A linkage between the organizational and the HR function thus refers to the process of tying them together or

aligning them. This link helps ensure that the right numbers and right types of people are available with the right talents at the right times and in the right places to help achieve organizational goals. It also helps to address a pressing skill shortage that is hampering growth in many organizations (Greengard cited in William, 2003:42).

HR practitioners have frequently been advised to work toward coordinating their efforts closely with strategic planners. There are good reasons for doing so. First, successful organizations in every organization are more likely than poor performers to deal strategically with HR (Barney and Wright, Lam and White, cited in William, 2003:42). Second, top managers in many organizations, as a group, want HR professionals who are capable of dealing proactively, anticipating rather than just reacting to organizational needs, particularly needs for management talent consistent with strategy requirements Bennett,Ketchen,and Schultz(ibid).Third, the career success of HR professionals depends increasingly on their ability to think strategically and act decisively. The use of HR data during the strategic organization planning process is an important characteristic associated with state of-the-art HRP programs. HRP can, in fact, be linked to strategic business planning and business mission or purpose (William, 2003:42).

William (2003:49) has proposed three approaches can be used to link strategic organization plans and HR plans. First is the formal, which ensures linkage through explicit and institutionalized processes or rituals and specifically delegated work methods or structure. The second is the informal, which ensures linkage through interpersonal interactions of top management strategists and those responsible for strategic planning for HR. This approach is based on leadership relations. The third is a combination of formal and informal approaches, in which varying degrees of linkage depend on formal methods and informal leader relations. To a considerable extent, organizational culture is the determining factor in any setting as to which approach will most likely be successful.

2.2.4 Problems of Human Resource Planning

The human resource planning suffers accuracy of forecasting problems while implementing HR planning in the respective organizations. Human resource planning involves the forecasting the demand and supply of human resources. Thus, the effectiveness of planning depends on the accuracy of forecasts. Unless the forecast is not

correct planning will be defective. Inaccuracy depends when departmental forecasts are merely prepared without critical review. In addition to this, an organization is affected by lack of support of the top management. HR Planning requires full and whole heartedness support from the top management. In the absence of this support and commitment, it would not be possible to ensure the necessary resources, cooperation and support for the success of human resources planning (Mahapatro, 2010:59).

Besides this, resistance of the employees has a significant impact on the organization human resource plan. Employees and the trade unions resist manpower planning. They feel that this planning increases their overall workload and regulates them through productivity bargaining. They are also feel that it would lead to wide spread unemployment, especially of unskilled workers (ibid).

Management information system and uncertainties have their own impact on organizational human resource plan effectiveness. Effectiveness of planning depends on the reliability of the information system. In the absence of reliable data it would not be possible to have effective planning and the risky to depend on general estimates of manpower in the face of rapid changes in the environment. Absenteeism, turnovers, seasonal employments, technological changes and market conditions are the factors of major uncertainties which serve as constraints to manpower planning (ibid).

To sum up, human resource planning needs coordination with other managerial functions and is an expensive and time consuming. There is general tendency of manpower planners to remain aloof from the other operating managers and become totally absorbed in their own world. To be effective man power planning must be integrated with other management functions. HR planning is an expensive and time consuming process. Employers may resist manpower planning feeling that it increases the cost of manpower.

2.3 The Concept of Recruitment

Recruitment is defined as, "a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce (Mahapatro, 2010:64).

Recruitment is an important part of the acquisition aspect of human resource management. It is the process of finding the right person for right position at the right time. It is concerned with identifying and attracting a pool of qualified candidates to fulfill human resource is very depended on the quality of recruits. The process begins when new recruits are sought and ends when applications are received. In general, the main idea of recruitment is making candidates interested in particular positions/jobs so as to apply for it; thereby, the organization may have a wider chance to choose the most appropriate employees from among many applicants.

2.3.1 Recruitment Policy

As Mahapatro (2010:65) affirms that recruitment policy of any organization is derived from the personnel policy of the same organization. Recruitment policy by itself should take into consideration the government's reservation policy. Personnel policies of other organizations regarding merit, internal sources, social responsibility in absorbing minority sections, women etc. Recruitment policy should commit itself to the organization's personnel policy like enriching the organization's human and handicapped people of the society.

The policy must incorporate motivating the employees through internal promotions, improving the employee loyalty to the organization by absorbing the retrenched or laid off employees or casual/temporary employees or dependents of present/former employees etc. subject to their capabilities. The following factors should be taken into consideration in formulating recruitment policy. They are: Government policies; Personnel policies of other competing organizations; Organization's personnel policies; Recruitment sources; Recruitment needs; Recruitment cost; Selection criteria and preference etc.(ibid).

The federal government of Ethiopia civil servant proclamation, 515/2007 article 12 sub article (3) states that "vacancies may be filled through recruitment, promotion, transfer or deployment on the basis of the human resource plan." Based on this, the federal civil servant permanent employment implementation directives November, 2007 article (4.3) imposed that "government institutions should advertise every vacant position to be filled by a new civil servant."

2.3.2 Recruitment Process

As Mondy and Martocchio (2016:131) suggests that recruitment begins when a manager initiates an employee requisition, a document that specifies job title, department, the date the employee is needed for work, and other details. With this information, managers can refer to the appropriate job description to determine the qualifications the recruited person needs. The next step in the recruitment process is to determine whether qualified employees are available within the firm (the internal source) or if it is necessary to look to external sources, such as colleges, universities, and other organizations.

2.3.4 Methods of Recruiting

Ronald (2002:118) has offered two recruitment methods that; an organization may fill a particular job either with someone already employed by the organization internal recruitments or external recruitment from outside. Internal recruiting is usually handled by using one set of recruiting methods, and external recruiting typically relies on different methods. The common internal recruitment methods are job posting and bidding which is a method of recruitment in which notices of available jobs are posted in central locations throughout the organization and employees are given a specified length of time to apply for the available jobs.

In line with this, a supervisory recommendation is method of internal recruiting. Recruiting is through supervisory recommendations. When a new position needs to be filled, a supervisor simply nominates or recommends internal candidates in response to his or her manager's requests for potential internal candidates. These supervisors look at the individuals for whom they are responsible, and if any of them are particularly well suited for the new job opening, and then the supervisors recommend that individual to the higher-level manager (ibid).

Internal database (skill or talent inventories) is another method of internal recruiting. Many organizations have developed computerized internal talent or skill banks, or applicant tracking systems, to keep track of their internal talent and furnish a listing of the KSAs available. Information on every employee's skills, educational background, work history, and other important factors is stored in a database, which can then be used to identify employees with the attributes needed for a particular job (ibid).

The last but not the least, internal recruiting method are promotions and transfers. Many organizations choose to fill vacancies through promotions and transfers from within whenever possible. A promotion generally involves moving into a position that is recognized as having higher status and often, higher pay. A transfer involves moving into a position that's of similar status, often with no increase in pay (ibid).

The common external recruiting method is advertisements. Depending on the job, these advertisements might be placed in local newspapers or national newspapers such as the Wall Street Journal. This form of advertising tends to be relatively expensive and, perhaps surprisingly, attracts somewhat fewer qualified applicants than some of the other methods of recruiting (ibid).

Campus recruiting is another external recruiting method. Campus recruiting is widely used by large and medium-sized organizations that need highly educated entry-level employees. Most colleges and universities maintain placement offices in which employers and applicants can meet. Campus recruiting can be very productive for an organization, since many good candidates can be interviewed in a short period of time and at a single location (ibid).

The final external recruiting method is internet recruiting. Many organizational recruiters are now using the internet as an easy and subtle method to contact employment candidates. Some organizations are not only posting jobs and accepting resumes and cover letters online but also are conducting employment interviews online.

The federal government of Ethiopia civil servant proclamation, 515/2007 article 16(1) prescribed that "government institutions should advertise every vacant position to be filled by a new civil servant; and notwithstanding Sub-Article /1/ of this Article, whenever there is shortage of professionals in the labor market, a government institution may solicit graduates of higher educational institutions for recruitment in cooperation with the institutions."

Besides this, the federal civil servant permanent employment implementation directive November, 2007 article (4.3/3) put out minimal contents of notice. i.e., "When a vacancy occurs, the institutions should advertise through appropriate media. The advertisement should include; name of the organization and address, title of vacant position, the number

of vacant positions, scale and initial salary, minimum required qualification, special skills and experience, document required for application date, and place of work, , place and time, date and place of test administration."

2.3.5 Factors Affecting Recruitment

The factors that affect the recruitment process can be categorized as internal and external to the organization. The major internal factors that greatly affect the recruitment process is human resource planning. Unless an organization has made an appropriate recruitment plan, it cannot be attractive prospective employees insufficient number and with required skills. In addition to this, an organization's promotion policy can have a significant impact on recruitment. A firm can stress a policy of promoting from within its own ranks or one in which positions are generally filled from outside the organization. The ideal recruitment effort might bring in a satisfactory number of qualified applicants who want the job, but certain realities cannot be ignored (Mondy and Martocchio, 2016:148).

External factors of recruitment include labor market, government and unions restrictions based on laws and regulation, as well as the requirement and candidates' preference. Of particular importance to the success of recruitment is the demand for and supply of specific skills in the labor market. In general, a firm's recruitment process is often simplified when the unemployment rate in an organization's labor market is high. The number of unsolicited applicants is usually greater, and the increased size of the labor pool provides a better opportunity for attracting qualified applicants. The demand and supply of specific skills in the labor market greatly affect in that if there is shortage of labor at recruiting time, it affects the number and quality of applicants to be hired in the organization (ibid).

Government restriction or legal considerations can also affect who can be recruited. This is not surprising because the candidate and the employer first make contact during the recruitment process. A poorly conceived recruiting process can do much to create problems in the selection process. Therefore, it is essential for organizations to emphasize nondiscriminatory practices at this stage. An employer can no longer seek out preferred individuals based on non-job-related factors such as physical appearance, sex, or religious background (ibid).

Besides, organization image has a substantial impact on recruitment. A prospective candidate may not be interested in pursuing job opportunities in the particular organization. The image of the organization can be a potential constraint. A poor image may limit its attraction to applicants. Engaging in practices that result in a polluted environment; producing poor quality products; unsafe working conditions; or being indifferent to employees' needs Such reputations can and do reduce these organizations' abilities to attract the best personnel available (DeCenzo,D. and Stephen,P.2009:135).

Job Attractiveness is another factor that affects recruitment. If the position to be filled is difficult, distasteful, or unattractive, recruiting a large and qualified pool of applicants will be difficult. In a job market where unemployment rates are low, and where a wide range of opportunities creates competition for these workers, a shortage results. Moreover, jobs viewed as boring, hazardous, anxiety creating, low paying, or lacking in promotion potential seldom attract a qualified pool of applicants. Even during economic slumps, people have refused to take many of these jobs (ibid).

Lastly but not last, recruiting costs affects recruitment. Sometimes budget restrictions put a time limit on searches. Accordingly, when an organization considers various recruiting sources, it considers effectiveness, such as maximizing its recruiting travel budget by first interviewing employees using conference calls or through video conferencing.

2.4 The Concept of Selection

As it has been stated by Ivancevich (2004:219) selection is the process by which an organization chooses from a list of applicants the person or persons who best meet the selection criteria for the position available, considering current environmental conditions.

Selection can be defined as the combination of process that led to the choice of one or more candidates over others for one or more jobs or roles (Edenborough, 2005:16).This implies Selection is a two-way process. The potential employer and the potential employee both make selection decisions.

2.4.1 The Selection Process

Selection activities follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. DeCenzo and Stephen, P. (2009:156)

has proposed eight steps of selection process: (1) initial screening interview, (2) completion of the application form, (3) pre-employment tests, (4) comprehensive interview, (5) conditional job offer, (6) background investigation, (7) medical or physical examination, and (8) permanent job offer. Each step represents a decision point requiring affirmative feedback in order for the process to continue. Each step in the process seeks to expand the organization's knowledge about the applicant's background, abilities, and motivation, and it increases the information that decision makers use to make their predictions and final choice.

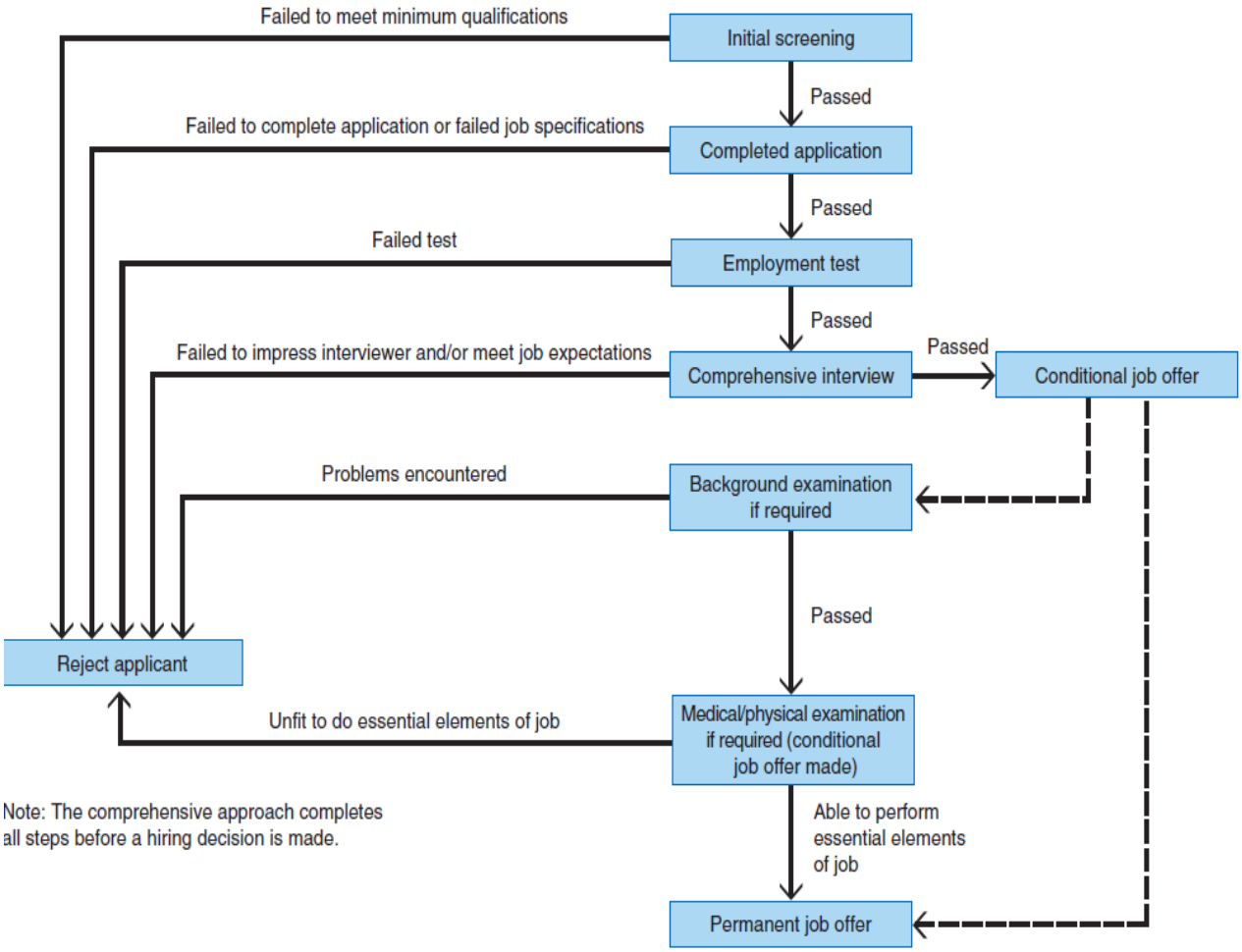
Initial Screening

This initial screening is, in effect, a two-step procedure: (1) screening inquiries and (2) screening interviews. If the company's recruiting effort has been successful, they will have a pool of potential applicants. The organization can eliminate some of these respondents based on the job description and job specification. Perhaps candidates lack adequate or appropriate experience, or adequate or appropriate education. Other red flags include gaps in the applicant's job history, a listing of numerous jobs held for short periods of time, or courses and seminars listed instead of appropriate education.

Completing the Application Form

After the phone screening interview, applicants may be asked to complete the organization's application form. This may be as brief as requiring only the applicant's name, address, and telephone number. Most organizations, on the other hand, may want a more comprehensive employment profile. In general terms, the application form gives a job-performance-related synopsis of applicants' life, skills, and accomplishments. Applications obtain information the company wants and needs in order to make a proper selection. Completing the application also serves as another hurdle. If the application requires following directions and the individual fails to do so, that is a job related reason for rejection. Finally, applications require a signature attesting to the truthfulness of the information given and giving permission to check references. If, at a later point, the company finds out the information is false, it can justify immediate dismissal.

Figure 2: Selection Process Flow Chart



(Source: adapted from DeCenzo and Stephen, 2009:157.Fundamentals of Human Resource Management).

Pre-employment Testing

Pre-employment tests are quite helpful in predicting who will be successful on the job. Literally hundreds of tests can serve as selection tools. They can measure intellect, spatial ability, perception skills, mechanical comprehension, motor ability, or personality traits. Employers recognize that the investment in time and cost of these tests, combined with other selection tools and a well-thought out hiring process results in better quality hires. Many types of testing exist. We'll cover a few of the most commonly used tests. Performance simulation tests to avoid criticism and potential liability from using psychological, aptitude, and other types of written tests, interest has been increasing in

performance simulation tests. The single identifying characteristic of these tests is that they require the applicant to engage in specific behaviors necessary for performing the job successfully. As a result, performance simulation tests should more easily meet the requirement of job relatedness because they evaluate actual job behaviors.

Conditional Job Offers

If a job applicant has passed each step of the selection process so far, a conditional job offer is usually made. Conditional job offers typically come from an HRM representative. In essence, the conditional job offer implies that if everything checks out such as passing a certain medical, physical, or substance abuse test the conditional nature of the job offer will be removed and the offer will be permanent.

Background Investigation

Background investigations, or reference checks, are intended to verify that information on the application form is correct and accurate. Sometimes just notifying applicants that the firm will check all references and former employers is enough to keep them from falsifying any information. HRM must always remember to ask the candidate to sign a waiver giving the organization permission to check court records, references, former employers, and education.

Medical/Physical Examination

Physical exams can only be used as a selection device to screen out individuals who are unable to physically comply with the requirements of a job. Jobs that require certain physical characteristics may entail a job-related physical examination. However, this includes only a small proportion of jobs today.

Job Offers

Individuals who perform successfully in the preceding steps are now considered eligible to receive the employment offer. Who makes the final employment offer depends on several factors. For administrative purposes (processing salary forms, maintaining EEO statistics, ensuring a statement exists that asserts that employment is not guaranteed, etc.), the offer typically is made by an HRM representative. But that individual's role should be only administrative. The actual hiring decision should be made by the manager in the department where the vacancy exists. First, the applicant will be working for this manager,

which necessitates a good fit between boss and employee. Second, if the decision is faulty, the hiring manager has no one else to blame.

The federal government civil servant proclamation, 515/2007 article 14(1) states that the following shall not be eligible to be civil servants: "A person under the age of 18 years; b) any person who has been convicted by a court of competent jurisdiction of breach of trust, theft, or fraud; c) any person who is unwilling to take oath fidelity according to Article 18 of the proclamation without prejudice to Sub-Article (1) (b) of this Article a civil servant who has been dismissed on grounds of disciplinary offence, before the lapse of five years from the date of his dismissal.

In light of this, the federal civil servant permanent employment implementation directives November, 2007 article (5) sub article (5.1) enforced that the selection process is carried out by recruitment and selection committee composed of the vacant position department head of the, the department head of human resource management, and human resources expert by appointment.

2.4.2 Selection Criteria

Selection criteria need to be explicitly defined in order to choose the most appropriate selection methods, make credible selection decisions and validate the selection process (Searle cited in Torrington, 2014:134). Selection criteria are typically presented in the form of a person specification or competency profile representing the ideal candidate.

Selection system is an understanding of what characteristics are essential for high performance. This is where the critical role of job analysis in selection becomes most obvious because that list of characteristics should have been identified during the process of job analysis and should now be accurately reflected in the job specification.

The common selection criteria are formal education, experience, and past performance. An organization selecting from a pool of qualified candidates wants to find the individual who has the right abilities and attitudes to be successful. A large number of cognitive, motor, physical, and interpersonal attributes are present because of what a person has learned at home, at school, on the job, and so on. One of the more common ways to screen for many of these abilities is by using educational accomplishment as a surrogate for or summary of the measures of those abilities. In a selection context formal education refers to the

classroom training an individual has received in public or private schools and college, university, and/or technical school (Ronald, 2002:141).

In line with this, skills and abilities are another set of selection criteria. Skills and abilities relate more precisely than do experience or education to the specific qualifications and capabilities of an individual to perform a specific job (Dunn, Mount, Barrick, and Ones cited in Ronald,2002:143). As organizations move more toward teamwork and team-based operating systems, many of them are also putting more emphasis on hiring individuals with the skills necessary to function effectively in a group situation.

The final criterion category is personal characteristics. In some organizations it is also important to assess the personal characteristics of individual job applicants. These personal characteristics are usually thought to reflect the individual's personality and may be an important factor in certain kinds of jobs. Personal characteristics include marital status, sex, age, and so on (Ronald, 2002:144).

Cognizant of the fact, the federal civil servant permanent employment implementation directives November, 2007 article (5) sub article (5.3) enforced that organizations should have selection criteria that commonly applies interviews and tests which measures required skills, abilities and attitudes for the position. Therefore, selection criteria are derived from person specifications and competency profiles and are essential to a structured and effective shortlisting process.

2.4.3 Reliability and Validity of Selection Criteria

There are a variety of techniques an organization can use in making selection decisions. However, before discussing some of these popular techniques, we will highlight the importance of ensuring that the selection techniques used are valid and reliable. Without such evidence the organization is holding itself open to the possibility of discrimination (Ronald, 2002:145).

Reliability refers to the extent to which a selection test provides a consistent result is reliability the consistency of a particular selection device. That is, the reliability of a predictor is the extent to which it repeatedly produces the same results (Mondy and Martocchio, 2016:161).

The main goal of selection is to make accurate predictions about people. The organization wants to make its best guess about who will be a successful employee. If there is a high positive correlation between their scores or evaluation between the two time points, then reliability can be inferred. That is, test results seem to be consistent over time and thus may be taken as being reliable (Ronald, 2002:146).

Validity refers the extent to which a test measures what it claims to measure. If a test cannot indicate ability to perform the job, it has no value. And if used, it will result in poor hiring decisions and a potential legal liability for the employer (Mondy and Martocchio, 2016:161).

2.4.4 Factors Affecting Selection

Similar to the factors which affect recruitment, internal and external factor to the organization affect selection process. The factors include legal consideration, speed of decision making, organizational hierarchy, selection technology and type of the organization (Mondy and Martocchio, 2016:177).

Legal consideration plays a significant role in HR management because of EEOC legislation, executive orders, and court decisions. Although the basic purpose of selection is to determine candidates' eligibility for employment, it is also essential for organizations to maintain nondiscriminatory practices (ibid). In addition to this, speed of decision making has a weighty influence on selection process. The time available to make the selection decision can also have a major effect on the selection process. Conditions also can impact the needed speed of decision making.

In line with this, organizational hierarchy has its own impact on the process of selection. Organizations usually take different approaches to filling positions at varying levels. For instance, consider the differences in hiring a CEO versus filling a clerical position. Extensive background investigations and multiple interviews would most likely apply for the executive position (ibid).

Another factor which affects selection process is type of organization. The type of organization employing individuals, such as private, governmental, or not for profit, can also affect the selection process. Consideration of the total individual, including job-related personality factors, is involved in the selection of employees for this sector.

Government civil service systems typically identify qualified applicants through competitive examinations. Often a manager may select only from among the top three applicants for a position. A manager in this sector may not have the prerogative of interviewing other applicants (ibid).

The last but not the least, factor which affects selection process is selection technology. The application of technology to employee selection practices has increased dramatically in recent years. Two tools that are invaluable to the selection process in the technology boom that is sweeping HR today are applicant-tracking systems and candidate relationship management (ibid).

2.5 The Concept of Employee Promotion

Mahapatro (2010:84) describes the concept of promotion as a higher position to an employee who carries higher status, more responsibilities and higher salary the employees are given the promotions to higher posts and positions as and when vacancies are available or when new posts are created at the higher levels. It is better tend to direct recruitment which satisfies many human resources problems of the organization and helps in achieving organizational objectives. The higher status and salary is the two most important ingredient of any promotion. It is an advancement of employee to a higher post with greater responsibilities and higher salary, better service conditions and thus higher status.

Mondy and Martocchio (2016:352) state that promotion is the movement of a person to a higher-level position in the organization. An individual who receives a promotion normally receives additional financial rewards and the ego boost associated with achievement and accomplishment.

In short, promotion is the transfer of an employee to new position which commands higher pay, privileges or status compared with the old position. Promotion takes place when an employee moves to a position higher than the one formerly occupied.it is a vertical move in rank and responsibility, which increases responsibility, status and pay of the worker.

2.5.1 Purpose of Promotion

Promotion has a significant purpose. Some of them are: To motivate employees to higher productivity; To attract and retain the services of qualified and competent people to recognize and reward the efficiency of an employee; To increase the effectiveness of the

employee and the organization; To fill up higher vacancies from within the organization; To build loyalty, morale and the sense of belongingness in the employee; and to impress upon others that opportunities are available to them too in the organization, if they perform well.

In line with this, the federal civil servant proclamation, 515/2007 article 23 states that promotion shall be given for the purpose of enhancing the performance of government institutions and to motivate the employees.

2.5.2 Promotion Policy

As Armstrong (2012:455) has noted that a promotion policy could state the organization's intention to promote from within wherever this is appropriate as a means of satisfying its requirements for high quality staff. The policy could, however, recognize that there will be occasions when the organization's present and future needs can only be met by recruitment from outside. The point could be made that a vigorous organization needs infusions of fresh blood from time to time if it is not to stagnate.

It is necessary on the part of every organization to have a well formulated promotion policy so that it can be executed properly whenever any vacancy arises. The essentials of a sound promotion policy: Management's policy regarding filling up of better posts through promotion should be specifically stated and truly adopted; Proper merit rating methods should be followed to evaluate the performance of workers which will help the management to decide on promotion; various jobs within the organization should be well defined and rated. There should be an orderly arrangement of various jobs according to its ratings so that the order of promotion can be made well known to all; Promotion should be made on the combined basis of merit and seniority.

Hence, promotion policy to be sound should give due weightage to merit as well as seniority as the basis of promotion; Proper training methods should be formulated with a view to prepare employees for promotion to better jobs; Every job in an organization should be analyzed to determine the basic requirement of such jobs as to ability, experience, education, skill, etc. Based on the analysis, a chart showing all these requirements should be prepared. This will help the employees to prepare themselves for

higher posts and in any case, no employee should be compelled to accept promotion (International Journal of Science and Research).

Cognizant of this fact, the federal civil servant promotion implementation directive November, 2000 article (5.2) imposed that any employee to register as a candidate for promotion he/she fulfill the following minimum requirements: candidates should completed his probation period and be permanent employee; candidates should not be temporary or contractual base employee; candidates should fulfill the vacant position minim requirement of skills, experience and soon; if candidates get promotion previously, he/she should done nine months and above in the existing position ;and candidates should has recorded satisfactory or above satisfactory performance result, two consecutive evaluation.

2.5.3 Types of Promotion

There are four major types of promotion:

i. Limited promotion/upgrading: is the movement of an employee to a more responsible job within the same occupational unit and with a corresponding increase in pay. Thus, up grading means an increase of pay on the same job or moving to a higher scale without changing the job.

ii. Dry promotion: is a promotion as a result of which there is no increase in the employee's pay. It is usually made decorative by giving anew and longer title to the employee.

iii. Multiple chain promotion: provides for a systematic linking of each position to several other positions .such promotions identify multi promotional opportunities through clearly defined avenues of approach to and exist from each position in the organization.

iv. Up and out promotion: in this type of promotion, a person must either earn a promotion or seek employment elsewhere.

2.5.4 Bases of Promotion

There are six bases of promotion (htts://accountlearning.com).

I. Promotion based on seniority: is the promotion based on the length of service of an employee in an organization. In this system of promotion, the main criteria for

promotion are the length of service and job experience. The employees are promoted to the higher position purely based on their length of service, irrespective of their qualifications, experience, performance and track record or the work.

II. Promotion based on merit: employees are promoted to higher positions purely on their performance and work record. The management will took in to the qualifications, experiences, pervious work record, and performance capability for the promotion. The seniority of the employees would not be considered at all. In principle, all agree that promotion should be based on merit. But it may cause a problem, like what management regards as merit might be regarded as favoritism by the trade unions or workers. Hence, merit rating should be based on operating facts.

III. Merit-cum-seniority promotion: use of both the service seniority and work efficiency for promoting an employee. The two are conflicting factors-seniority and merit. From the point of view of organizational efficiency, merit seems to be the logical basis of promotion. But workers favor seniority, since, it is an objective and impartial method of judging employees for promotion. Hence, a sound management will pursue a promotion policy balancing the two factors. i.e. an employee who has service seniority with the desired level of merit and efficiency would be given priority in promotion as compared to others having only one of them. Merit –cum-seniority method has been considered as the best method of promotion as it gives due weightage to the skill efficiency and better service record of the employee.

IV. Promotion by selection: is the process through which employees are promoted after undergoing rigorous screening. The service records of all the employees due for promotion are screened and scrutinized by a committee appointed for that purpose. The committee will scrutinize: past records, the merit, qualification, and experience of the workers meant for promotion; and under this system, employees with service seniority or better qualifications and experiences need not be promoted automatically. They are put to various tests and interviews before a final selection is made and some employees are promoted.

V. Time Bound promotion scheme: employees would be promoted according to standards of time set for promotion on the condition that they possesses the

minimum qualifications required for entry into a higher position. Neither seniority nor merit will be considered. Employees may have to pass some departmental examinations or test for being considered for such a promotion.

VI. Temporary promotion scheme/officiating promotion scheme: in which officials are promoted temporarily to higher positions in case there are vacancies and if they are due for promotion. Such temporary promotions are automatically made permanent, if the service of the employee during the officiating period is satisfactory. It is like keeping the employee under some sort of probation at the higher position before he is confirmed.

The federal civil servant promotion implementation directive, 2000 enforced that employees are promoted to higher position purely merit based on their performance and work record. Qualifications**,** experiences, pervious work record, and performance capability etc. are requirements for the promotion.

Chapter Three

Research Design and Methodology

This chapter deals with the methodology of the study that includes; research design, the population, sample size and sampling techniques, instruments of data collection, procedures of data collection, method of data analysis and ethical consideration.

3.1 Research Design

This study focuses on examining the practice of staff employment and promotion functions in the NEAEA. To achieve this objective, both quantitative and qualitative research (mixed research approaches) was applied. Specifically, Sequential mixed method was used. Thus, it is more than simply collecting and analyzing both kinds of data; it also involves the use of both approaches in tandem so that the overall strength of a study is greater than either qualitative or quantitative research (Creswell & Plano Clark, 2007). The reason for selecting this research design is that either the quantitative or qualitative approach by itself is inadequate to best understand a research problem or the strengths of both quantitative and qualitative research can provide the best understanding.

Sequential mixed methods procedures are those in which the researcher seeks to elaborate on or expand on the findings of one method with another method. This may involve beginning with a qualitative interview for exploratory purposes and following up with a quantitative, survey method with a large sample so that the researcher can generalize results to a population. Besides, the study may begin with a quantitative method in which a theory or concept is tested, followed by a qualitative method involving detailed exploration with a few cases or individuals (Creswell, 2009:30).Therefore, to triangulate the questionnaire responses by interview the researcher is interested to use this method of the study.

3.2 Population, Sample Size and Sampling Techniques

Table1. Study Sample

No	Category	Population			Sample			%		
		M	F	T	M	F	T	M	F	Total
1	Directors	11	3	14	5	3	8	45	100	57
2	Team leaders	6	3	9	3	3	6	50	100	66
3	Experts	30	15	45	18	9	27	60	60	60
4	Administrative staffs	61	56	117	37	33	70	60	58	59
	Total	108	77	185	63	48	111	58	62	60

According to the information from NEAEA's human resources directorate office, there are fourteen directors of whom eleven male, the researcher involved five male directors and all of the three female directors total eight directors the techniques applied in selecting this sample was random sampling techniques, so that representation of relevant subgroups within the sample would be maintained.

In line with this, from nine team leaders, three male and three female participated in this study. Like that of team leaders, from the total of thirty male experts, the researcher select eighteen male experts, and from the total of fifteen female experts nine female experts totally twenty seven experts were taken as a sample via using random sampling techniques, to guarantee desired representation of relevant subgroups within the sample.

Also, from the total sixty one male administrative staffs, the researcher takes thirty seven male administrative staffs and from the total of fifty six female administrative staffs thirty three female administrative staffs totally seventy administrative staff members were taken as a sample via using random sampling. At last, the researcher used one human resource expert, human resource director and planning preparation, monitoring and evaluation directorate director as a sample by using purposive sampling techniques, based on a specific purpose rather than randomly because they are the responsible directorates for staff employment and promotion functions.

In sum, including the whole population is unmanageable and costly for the researcher with limited time, resource and money. As result of this, the researcher uses a sample of a population which is selected and relevant results to the population studied to be generalized. So from the total populations sixty percent were selected to participate in the study. On the other hand, the researcher used secondary sources of data which includes books, journals, articles, newspaper, and documents related to the problem under the study.

In general, the researcher used both probability and a non-probability sampling technique, That is, both stratified simple random sampling and purposive sampling technique were applied to determine the representation from the population of the study. Probability sampling techniques give the most reliable representation of the whole population, while non-probability techniques, relying on the judgments of the researcher or on accident,

cannot generally be used to make generalizations about the whole population (walliman, 2011:96).

3.3 Instruments of Data Collection

To collect necessary data for the study, two instruments of data collection were used which includes questionnaire and interview.

Questionnaire

A set of questionnaire was prepared in Amharic and English language. To avoid language barrier the Amharic version of the questionnaire was completed by selected managing and support staff members. A total of 111 copies questionnaire was distributed to (41) managing and (70) support staff members. For the purpose of analysis, the Amharic version questionnaire was translated into English language which contains close-ended and open - ended questions that were gathered from managing and support staff members which deals about the practice of staff employment and promotion functions.

The questionnaire had five parts. The first part of questionnaire was on the background information about respondents. The second and the third parts of the questionnaire were prepared using 5-point likert type scale in which levels of agreement were indicated as follows: strongly agree (5), agree (4), undecided (3), disagree (2) and strongly disagree (1).The aim of the two parts of the questionnaire was assessing the implementation of staff employment and promotion functions of NEAEA. The fourth and fifth parts of the questionnaire was also prepared using 5-point likert type scale as indicated above so as to collect data that deals with factors affecting staff employment and promotion functions of the agency. Moreover, some items were open ended in order to allow respondents give their response freely.

Before the actual administration of data gathering instruments, the instruments were pilot tested in order to ensure the validity and reliability of the instruments. To do this, the researcher carried out pilot study in Ethiopian Human Rights Commission which is non-sampled. In this commission, the researcher distributed questionnaire to 25 employees of the commission (20 managing and 5 support staff members). The reliability of instruments was analyzed through using reliability analysis at cronback's alpha 0.05, because reliability analysis can be used to measure the consistency of questionnaire and produce consistent

results. Hence, the researcher first analyzed all fifty items from pilot study questionnaire response at alpha 0.05 and the result of the pilot test analysis was 0.820. As Taiwo (1995:11) point out reliability coefficient(r=0.80-1.00) which interpret as high. Therefore, the result for this analysis is 0.820 which reveals high reliability.

Subsequently, based on the information obtained from the feedback of respondents each item was restated as required. After making necessary correction based on reliability analysis result that obtained from pilot study, the researcher distributed the questionnaire for all sample NEAEA employees according to schedule prepared.

Interview

The other data collection instrument in this study was interview. Interview is more suitable for questions that require probing to obtain adequate information. Thus, the purpose of the interview was to collect more supplementary information, so as to triangulate the questionnaire response. Interview was conducted with one human resource expert and two directors (human resource management directorate director representative and planning preparation, monitoring and evaluation directorate director) because those are the concerned bodies. The interview questions mainly focus on the role of directors in human resource planning, the linkage between human resource plan and strategic plan, methods of recruitment, staff selection, staff promotion and major problems faced during the practices of staff employment and promotion and the measures taken place to alleviate problems. The interview was conducted in Amharic language and recorded by mobile cell phone in order to reduce losses of audio information. The recorded data were translated into English language.

3.4 Procedure of Data Collection

To gather necessary data for the study was done by using questionnaire and interview with the selected employees. Based on reliability analysis of instrument made on pilot study, the researcher distributed questionnaire for selected management and support staffs.

Moreover, the researcher was present in NEAEA to clarify the purpose of the questionnaire, so as to reduce possible errors that result from misunderstanding of the respondents and the respondents get informed about their responses uses only for academic purpose rather than for any other purpose. Furthermore, the researcher interviewed with selected NEAEA staff members and took note while the interviewee responds. In addition, the researcher records

interview response through mobile cell phone recorder in order to reduce the losses of audio information.

3.5 Method of Data Analysis

To analyze the data after collecting via data gathering instruments, both qualitative and quantitative method of data analysis were applied. That is, for analysis of data which were gathered through close ended questionnaire were analyzed quantitatively through using statistical package for social science (SPSS) version 23. To analyze quantitative data, descriptive statistics such as frequencies, percentage, and means were applied to present, describe and analyze the data because descriptive statistics summarizes the features of a distribution. It is reflection of the reality, and it shows the characteristics of the population.

In line with this, the researcher used standard deviation and T-test. Standard deviation it is the most stable measure of variability and includes every score in its calculation. The T-test it used to determine whether two groups of score are significantly different at selected probability level. So to determine whether there is a significant different score between the management and support staffs the t-test were applied. However, the data which are gathered through interview and open ended questionnaire were analyzed through qualitative method of data analysis in line with data obtained from close ended items.

3.6 Ethical Consideration

All participation in this research was voluntary and participants of the study were given a full description of the study before deciding to participate. The survey is kept anonymous /nameless for the research. The study was conducted in a straightforward manner and all the data analyzed was reported in the study.

Chapter Four

Presentation, Analysis and Interpretation of Data

This chapter deals with presentation, analysis and interpretation of data which are collected through questionnaire and interview from selected management and support staff of NEAEA. A total of 111 copies questionnaire were distributed to 41 management, and 70 support staff members. Out of these respondents, all management 100 %, and 65 or 93% support staff members filled in the questionnaires. The rate of return of questionnaire was 95%. Therefore, the data collected were then categorized and tabulated. Based on the responses obtained, analysis and interpretation of data are presented following each table.

In order to evaluate the overall practices of staff employment and promotion functions in the NEAEA, respondents were requested to rate using a five part likert scale strongly disagree(1), disagree(2), undecided(3),agree(4) and strongly agree(5). The mean score of the data were valued as 3.5-5.00 for agree (A), 2.5-3.49 for undecided (UD), and 0-2.4 for disagree (DA). In addition, the weighted scores were further exposed to higher statistical analysis using a T- test of significant difference between two independent means at 0.05, level of significance.

The data which were collected through close ended items were analyzed quantitatively and those obtained from open ended items and interview were analyzed qualitatively to provide answer for the basic research question set for the study.

4.1 Demographic Characteristics of Respondents

In the first part of the questionnaire, respondents were asked to provide their general background information. The following three tables present the demographic characteristics of respondents.

Table 2a, indicates that the majority of management staff respondents (75.6%) were male respondents and the remaining were female respondents. From this information, we may learn that female management staffs were relatively small in number in NEAEA. As a result of this, the participation of female management staffs in this study was very low. On the other hand, female and male support staff members were almost equally represented (50.8%) and (49.2%) respectively. This information may reveal that male and female

support staffs were almost equal in number in NEAEA and their involvement in this study was also equivalent.

Table 2 a: Respondents by Sex and Age

Item	Category	Management staff		Support staff		Grand Total	
		f	%	f	%	f	%
Sex	Male	31	75.6	32	49.2	63	59.4
	Female	10	24.4	33	50.8	43	40.6
	Total	41	100	65	100	106	100
Age	Less than 25 years	2	4.9	16	24.6	18	17.0
	25-34 years	11	26.8	23	35.4	34	32.0
	35-44 years	16	39.0	13	20	29	27.4
	More than 44 years	12	29.3	13	20	25	23.6
	Total	41	100	65	100	106	100

Concerning the age of respondents, more than half of them (59.4%) were between 25-44 years age. This may revealed that the majority of the total respondents were physically matured enough to give reliable information. Moreover, they have ample time to serve their country. Thus, they might have access to upgrade their qualifications and serve a lot before retirement.

Table 2b: Respondents by Qualification and Years of Service

Item	Category	Management staff		Support staff		Grand Total	
		f	%	f	%	f	%
Qualifications	Certificate & below	-	-	5	7.7	5	4.7
	Diploma	1	2.4	30	46.2	31	29.2
	BA/BSC	21	51.2	26	40	47	44.4
	MA/MSC	19	46.3	4	6.2	23	21.7
	PhD and above	-	-	-	-	-	-
	Total	41	100	65	100	106	100
Years of service	0-5 years	-	-	2	3.1	2	1.9
	6-10 years	5	12.2	16	24.6	21	19.8
	11 and above years	36	87.8	47	72.3	83	78.3
	Total	41	100	65	100	106	100

As we can see from table 2b, the majority (51.2%) and (46.3%) of management staff members were BA/BSC degree and MA/M.SC degree holders. This information confirms that M.A/M.Sc. managing staffs degree holders in NEAEA were almost equivalent in number as compared with first degree holders. In contrary to this, majority of support staffs

i.e. (46.2%) of them were diploma holder and (40%) of them were first degree holders. From this we can say that majority of support staff are diploma holders. But there were no PhD holder at all levels. However, for the purpose of this study, both managing staffs and support staffs educational background is good to understand the study questionnaire and to complete the questionnaire successfully.

Regarding respondents' year of service the majority (87.8%) of management staffs served 11 years and above. This may shows that most of managing staff members had adequate work experience to provide necessary information for this study. Moreover, the majority of support staffs (72.3%) served 11 years and above. (24.6%) of support staff members served between 6 and 10 years, while (3.1%) between 0 and 5 years. From this information, it is possible to conclude that similar with that of managing staffs respondents, majority of support staff have good work experience and life experience to give necessary information for the study.

Table 2c: Respondents by Current Work Position

Category	Respondents									
	Director		Team leader		Expert		Administrative staff		Grand Total	
	f	%	f	%	f	%	f	%	f	%
Male	5	62.5	3	50	18	66.7	32	49.2	58	54.7
Female	3	37.5	3	50	9	33.3	33	50.8	48	45.3
Total	8	100	6	100	27	100	65	100	106	100

As indicated in table 2c, current work position, majority of directors (62.5%) of them were male respondents. On the other hand, from the total of team leader respondents (50%) of them were female. Whereas majority of line staff experts (66.7%) of them were male respondents. Unlike to this, beyond half of the administrative staffs (50.8%) of them were female respondents. From this information, we can infer that the participation rates of males are high in this study as compared with females because the total population of male numbers exceeds from the total population of females.

4.2 Major Findings of the Study

This chapter presents the major findings of the study that are supported to address the research questions data presenting the linkage between the annual plan and strategic plan, implementation of human resource plan, staff recruitment, staff selection process, staff

promotion functions and factors affecting staff employment and promotion functions are analyzed. Thus, based on the response obtained from respondents' analysis, interpretations of data are presented as follows.

4.2.2. Practice of Staff Employment

Table 3: The Linkage between Human Resources Plan and Strategic Plan

SN	Item	Respondents									T-test	
		Management staff					Support staff					
			f	%	M	SD	f	%	M	SD	t	sig
1	Long term HR strategy were developed	A	6	14.6	1.6	0.74	11	16.9	1.6	0.76	0.07	0.95
		UD	13	31.7			17	26.2				
		DA	22	53.7			37	56.9				
		Total	41	100			65	100				
2	HRP practices were aligned with strategic plan	A	14	34.1	1.9	0.87	14	21.5	1.6	0.83	1.94	0.06
		UD	10	24.4			11	16.9				
		DA	17	41.5			40	61.5				
		Total	41	100			65	100				
3	Action plan was formulated	A	6	14.6	1.71	0.72	10	15.4	1.71	0.72	-0.03	0.99
		UD	17	41.5			26	40				
		DA	18	43.9			29	44.6				
		Total	41	100			65	100				

Key: A=agree, UD=undecided, DA=disagree, M=mean, and SD= standard deviation

As shown in table 3 item 1, majority of management and support staff (53.7%) and (56.9%) respondents reported their disagreement on the development of long-term HR strategy to meet future human resources requirement of the agency. This was established by the mean values that are indicated as managing staff (1.6) and (1.6) support staff members which indicates the respondents' disagreement that the human resource office develops long term human resource strategy of future HR requirements. From this data, we can deduce that the human resource office didn't prepared long term human resource strategy of future human resource requirements or the respondents have no information whether there was long term HR strategy or not. In line with this, the strategic document didn't show the human resource requirements of the agency clearly.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (sig value=0.95) at 0.05 level of significance. As cited in Ronald (2002), "the strategic planning process helps organizations determine where they are going. When developing a strategic plan, an organization specifies its overall purpose and objectives and indicates how these are to be achieved. In general, this information clearly

reveals that the agency have no clear long term human resource strategies of future human resource requirements." Therefore, in the absence of proper human resource plan, it is very difficult to provide the right kind of people at the right time, effective management of change. This shows that the human resource office fails to discharge its responsibility.

As indicated in table 3, item 2, most of management staff respondents (41.5%) disagreed that the human resource office actual HRP practice aligned with strategic plan. On the other hand, majority (61.5%) of the support staff members disagreed that human resource office actual HRP practices are aligned with strategic plan of the agency.

Besides, the mean value of management staff (1.9) and support staff (1.6) confirms their disagreement on the practice of human resource actual annual plan was aligned with the strategic plan. Thus, the strategic document didn't show how many employees will hire and promote. Therefore, in the absence of proper strategic human resource plan, it may be difficult to talk about the alignment of annual plan with it.

The T-test result reveals that there is no statistically significant difference between the two groups of respondents (sig value=0.06) at 0.05 level of significance. As Ronald (2002), indicates "HRM plans must be derived from organizational plans. Often a strategic plan that looks great on paper fails because of poor implementation. The real test of any strategic plan is whether or not it makes a difference in practice. If the plan does not affect practice, employees and managers will regard it as all talk and no action." Thus, linking of human resource plan with organizational plan ensure that the right numbers and right types of people are available with the right talents at the right times and in the right places to help to achieve organizational goals. Therefore, from the data, it is possible to infer that there was a weak HRP activity in the agency.

As point out in table 3 item 3, most of the management and support staff respondents (43.9%) and (44.6%) disagreed that human resource office formulate action plan. In light of this, the mean value of management and support staff (1.71) and (1.71) which reveals respondents agreed that the human resource office didn't formulates human resource action plan properly. Though the human resource office prepared the 2009 and 2010 human resource annual plan, but didn't show HR requirement (didn't show how many employees will hire and promote) in the budget year.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (sig value=0.99) at 0.05 level of significance. The federal civil servant proclamation, 515/2007 article 11/1 states that planning shall be to forecast the staffing requirement for achieving the strategic objectives of a government institution, to take actions necessary for availing the required human resource, in type and number, for developing and properly utilizing and for reviewing the results, from time to time, to make improvements. Moreover, from the data, it is possible to infer that the human resource office didn't prepare properly that the availing required human resource, in type and number.

Table 4 a: Performance in HRP Activities

SN	Item	Respondents									T-test	
		Management staff					Support staff					
			f	%	M	SD	f	%	M	SD	t	sig
1	HR needs assessment was done	A	11	26.8	1.76	0.86	4	6.2	1.34	0.59	2.95*	0.004
		UD	9	22			14	21.5				
		DA	21	51.2			47	72.3				
		Total	41	100			65	100				
2	Agency's HR requirement was reviewed	A	18	43.9	1.93	0.99	7	10.8	1.34	0.67	3.67 *	0.000
		UD	2	4.9			8	12.3				
		DA	21	51.2			50	76.9				
		Total	41	100			65	100				

Key: A=agree, UD=undecided, DA=disagree, M=mean, and SD= standard deviation

As we can notice from table 4a item 1, majority of the management and support staffs (51.2%) and (72.3%) disagreed that the human resource office was done the HR needs assessment.

Cognizant of this, the mean value of management and support staffs (1.76) and (1.34) which discloses both groups of the respondents agreed that human resource office was not done HR needs assessment. With this, the interviewees confirmed that human resource office didn't do human resource need assessment properly. This implies that the human resource office flops in doing human resource need assessment. Thus, the human resource department fails to prepared critical review of HR needs assessment.

The T-test result revealed that there is statistically significant difference between the two groups of respondents (sig value=0.004) at 0.05 level of significance. This may show that

the support staff had no involvement in HR needs assessment. That is support staffs had no involvement in decision making compared with that of management staff members.

As it is depicted in table 4a item 2, majority of the management and support staff respondents (51.2%) and (76.9%) reported their disagreement that the human resource office was reviewed the agency's HR requirement. From these two groups of information, we may realize that the activities of HRP were not good with the expected responsibility of human resource department because without planning, it is difficult to determine whether the existing employees are adequate or not.

Besides, the mean value of management and support staff members' response (1.93) and (1.34) which indicates both respondents agreed that the human resource office was not systematically reviewed the human resource requirement of the agency. Consequently, the activities of HRP were not in line with the objective of the agency. In doing so, the main objective of NEAEA are to determine students who are eligible to promote to the next level of education through the administration of national exams; to make equitable students placements with regard to student admissions to public higher education institutions; and to conduct educational assessment, and assist the relevant regional offices in developing their capacities. It would be hard to foretell about the future life of an organization concerning human resources.

The T-test result revealed that there is statistically significant difference between the two groups of respondents (sig value=0.000) at 0.05 level of significance. This may show that the support staff had no information whether the human resource office reviewed HR requirement or not. As indicated in DeCenzo, D. and Stephen, P. (2009), human resource planning is one of the most important elements in a successful HRM program because it is a process by which an organization ensures that it has the right number and kinds of people at the right place, at the right time, capable of effectively and efficiently completing those tasks that will help the organization to achieve its overall strategic objectives. Therefore, identification of staff requirements in quantitative and qualitative terms beforehand is indispensable task of the agency top level managers.

The data tabulated in table 4b item 1, depicts the attempt made to investigate whether the agency human resource office recruited staffs based on employment implementation

directives or not. Most of management staff (48.8%) respondents described their agreement that the recruitment was executed based on federal directives. Like that of management staff members, majority of support staff members (36.9%) agreed that recruitment was executed based on federal directives.

Table 4b: Performance in HR Recruitment Activities

SN	Item	Respondents									T-test	
		Management staff					Support staff					
			f	%	M	SD	f	%	M	SD	t	sig
1	Recruitment was executed based on federal directives	A	20	48.8	2.17	0.89	24	36.9	2.02	0.86	0.89	0.37
		UD	8	19.5			18	27.7				
		DA	13	31.7			23	35.4				
		Total	41	100			65	100				
2	Vacancies were announced at the right time	A	18	43.9	2.02	0.94	14	21.5	1.62	0.82	2.37*	0.02
		UD	6	14.6			12	18.5				
		DA	17	41.5			39	60				
		Total	41	100			65	100				
3	Vacancies were announced through the appropriate media	A	25	61	2.29	0.93	19	29.2	1.78	0.88	2.84 *	0.005
		UD	3	7.3			13	20				
		DA	13	31.7			33	50.8				
		Total	41	100			65	100				

Key: A=agree, UD=undecided, DA=disagree, M=mean, and SD= standard deviation

On the other hand, the mean value of management and support staffs (2.17) and (2.02) which indicates both groups of respondents agreed that the recruitment was not executed based on employment implementation directives.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (sig value=0.37) at 0.05 level of significance. According to this information, we may conclude that both groups they agreed that the HR office was not recruited staffs based on recruitment implementation directive.

As indicated in same table 4b item 2, most of the management staff respondents (43.9%) agreed that the vacancies were announced at the right time. Conversely, majority of the support staffs (60%) respondents reported their disagreement. Besides, the mean value of management and support staff members (2.02) and (1.62) which indicate respondents agreed that the human resource office not announced vacancies at the right time.

The T-test result revealed that there is statistically significant difference between the two groups of respondents (sig value=0.02) at 0.05 level of significance. In the interview, the interviewee participants confirmed that human resource office was not announced vacancies at the right time because the HR department has no proper plan though some departments are suffered by lack of man power. Therefore, from the data we can conclude that human resource office fails to attract candidates at the right time. Thus, it has an adverse impact on organizational goal achievement.

As it is indicated in table 4b item 3, from the total 41 management staffs (61%) of them agreed that the human resource office announced vacancies through appropriate media before positions are filled in. Besides, majority of support staffs (50.3%) of the respondents reported their disagreement that the human resource office announced vacancies through appropriate media before positions are filled in. On the other hand, the mean value of management and support staffs (2.29) and (1.78) which display both groups agreed that the human resource office was not announced vacancies through appropriate media or it announced through limited media.

The T-test result revealed that there is statistically significant difference between the two groups of respondents (sig value=0.005) at 0.05 level of significance. In the interview, the interviewees argued that the HR office announced vacancies only through in Addis zemen newspaper and posting vacancies on board. As Ronald (2002), point out it may be easy to attract qualified prospects by using educational institutions, advertising jobs through radio, television, journals, newspapers and websites. So from this information, vacancies were announced through limited media. The agency didn't use variety ways of announcement mechanisms effectively.

As we can observe from table 4c item 1, depicts the attempt made to investigate whether the agency human resource office executed selection based on HR policies, rules and regulations or not. From the total management and support staffs, majority (48.8%) and (36.9%) of them agreed that selection was executed based on federal directives.

The mean value of management and support staffs (2.41) and (1.89) which indicate both respondents agreed that selection was not executed based on federal directives. The T-test result revealed that there is statistically significant difference between the two groups of

respondents (sig value=0.03) at 0.05 level of significance. From this, information we can deduce that support staffs had no clear information whether the HR office executed selection based on federal directives. So, we may conclude that the human resource office failed to aware about the selection criterion to its employee. Therefore, the human resource department should give training about selection criterion to its employee if not it is difficult to bring transparency and handle grievance.

Table 4c: Performance of HR Policies, Rules and Regulations

SN	Item	Respondents									T-test	
		Management staff					Support staff					
			f	%	M	SD	f	%	M	SD	t	sig
1	Selection was executed based on federal directive	A	20	48.8	2.41	0.87	24	36.9	1.89	0.85	3.06*	0.03
		UD	8	19.5			18	27.7				
		DA	13	31.7			23	35.4				
		Total	41	100			65	100				
2	Affirmative action for female candidates was considered	SA	21	51.2	2.57	0.73	29	44.6	2.52	0.8	0.97	0.33
		UD	14	34.1			21	32.3				
		DA	6	14.6			15	23.1				
		Total	41	100			65	100				
3	Affirmative action for candidates with disabilities was considered	A	14	34.1	2.12	0.75	26	40	2.03	0.88	0.55	0.59
		UD	18	43.9			15	23.1				
		DA	9	22			24	36.9				
		Total	41	100			65	100				
4	Affirmative action for candidates from minority groups nationalities was considered	A	9	22	1.95	0.705	12	18.5	1.94	0.66	0.1	0.93
		UD	21	51.2			37	56.9				
		DA	11	26.8			16	24.6				
		Total	41	100			65	100				

Key: A=agree, UD=undecided, DA=disagree, M=mean, and SD= standard deviation

At the same table 4c item 2, most of management and support staff member (51.2%) and (44.6%) respondents conveyed their agreement that affirmative action for female candidates was considered during staff selection process.

Besides, the mean value of management and support staffs (2.57) and (2.52) which indicates both groups can't decide whether affirmative action for female candidates was considered or not. The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value=0.33) at 0.05 level of significance.

On the other hand, the federal civil servant proclamation, 515/2000 enforced that any government institution shall take affirmative actions that enable female civil servants to

improve their competence and to assume decision making positions. Therefore, we can deduce that human resource office didn't aware to its employee regarding personnel policies, rules, regulations, rights and duties of employees.

In table 4c item 3, majority of management staff respondents (43%) can't decide whether affirmative actions for candidates with disabilities was considered during staff selection process or not. On the other hand, most of support staff member respondents (40%) respondents reported their agreement that affirmative actions for candidates with disabilities was considered during staff selection process.

Conversely, the mean value of management and support staffs (2.12) and (2.03) which indicate both groups agreed that affirmative action for candidates with disabilities was not considered during staff selection process. The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value=0.59) at 0.05 level of significance.

Besides, the federal civil servant proclamation, 515/2000 enforced that any government institution shall take affirmative actions that enable persons with disabilities shall be entitled to affirmative actions in recruitment, promotion, transfer, redeployment, education and training. Therefore, we can deduce that human resource office didn't give any training to its employees about personnel policies, rules, regulations, rights and duties.

At the same table 4c item 4, most of management and support staff respondents (51.2%) and (56.9%) can't decide whether affirmative actions for candidates from minority nationalities were considered during staff selection process or not. On the other hand, the mean value of management and support staffs (1.95) and (1.94) which indicate both groups of respondents agreed that affirmative action for candidates from minority representation of nations and nationalities was not considered during staff selection. The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value =0.93) at 0.05 level of significance. During the interview, the interviewee confirmed that during staff selection process affirmative action for females, persons with disabilities and from minority group representative's nations and nationalities candidates' was considered.

On the other hand, the federal civil servant proclamation, 515/2000 enforced that any government institution shall take into account fair representation of nations and nationalities.

To sum up, affirmative action is needed to overcome past injustices or eliminate the effects of those injustices. Affirmative action creates more equality for all persons, even if temporary injustice to some individuals may result (Robert, L. and John, H. 2010).

Table4d: Performance in HR Selection Process

SN	Item	Respondents									T-test	
		Management staff					Support staff					
			f	%	M	SD	f	%	M	SD	t	sig
1	Vacant positions were offered to best qualified candidates	A	19	46.3	2.2	0.84	34	52.3	2.28	0.84	-0.5	0.63
		UD	11	26.8			15	23.1				
		DA	11	26.8			16	24.6				
		Total	41	100			65	100				
2	Vacant positions' unit director was involved in the selection process	A	26	63.4	2.29	0.96	34	52.3	2.18	0.92	0.58	0.57
		UD	1	2.4			9	13.8				
		DA	14	34.1			22	33.8				
		Total	41	100			65	100				
3	HRM director present to evaluate the selection process	A	26	63.4	2.46	0.78	34	52.3	2.22	0.89	1.46	0.15
		UD	8	19.5			11	16.9				
		DA	7	17.1			20	30.8				
		Total	41	100			65	100				
4	HR expert was involved to evaluate the process	A	27	65.9	3.52	1.08	42	64.6	3.51	0.99	0.07	0.94
		UD	7	17.1			12	18.5				
		DA	7	17.1			11	16.9				
		Total	41	100			65	100				
5	Interview was conducted adequately	A	30	73.2	2.63	0.67	43	66.2	2.35	0.93	1.69	0.1
		UD	7	17.1			2	3.1				
		DA	4	9.8			20	30.8				
		Total	65	100			65	100				
6	Candidates were sat for written test	A	32	78	2.71	0.6	47	72.3	2.58	0.72	0.9	0.37
		UD	6	14.6			9	13.8				
		DA	3	7.3			9	13.8				
		Total	41	100			65	100				
7	Candidates had taken practical test	A	15	36.6	1.98	0.89	16	24.6	1.71	0.84	1.57	0.12
		UD	10	24.4			14	21.5				
		DA	16	39			35	53.8				
		Total	41	100			65	100				

Key: A=agree, UD=undecided, DA=disagree, M=mean, and SD= standard deviation

As it is depicted in table 4d item 1, the majority of the management and support staffs respondents (46.3%) and (52.3%) agreed that vacant positions were offered to best qualified candidates. On the other hand, the mean value of management and support staffs (2.2) and

(2.28) which shows both groups of respondents agreed that the available vacant positions were not offered by best qualified candidates. The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value=0.63) at 0.05 level of significance indicates that vacant positions were not offered by best qualified candidates. It is not satisfactory.

As we can see from table 4d item 2, majority of management and support staff (63.4%) and (52.3%) respondents reported their agreement that vacant unit director was involved in selection process. Indeed, the data seem encouraging. Cognizant of this, the mean value of management and support staff (2.29) and (2.18) which reveals both groups of respondents agreed that vacant unit director was not involved in staff selection process.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value=0.57) at 0.05 level of significance. Interview was also made with selected directors and experts that whether the department heads from vacant position involved to evaluate the process of selection or not. All the interviewees confirmed that, the vacant unit director involved in staff selection process. The aim of selection is to assess the suitability of candidates by predicting the extent to which they will be able to carry out a role successfully (Armstrong, 2012). Therefore, in the agency, involvement of head of vacant positions during selection is seen as positively.

At the same table 4d item 3, most of management and support staff member respondents (63.4%) and (52.3%) agreed that HRM director was involved during staff selection process. On the other hand, the mean value of management and support staff (2.46) and (2.22) which indicates the disagreement of respondents that HRM director was involved during staff selection process. The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value=0.15) at 0.05 level of significance.

As it is depicted in table 4d item 4, majority of the management and support staff member respondents (65.9%) and (64.6%) agreed that there was an involvement of human resource expert representative during staff selection process. On the other hand, the mean value of management and support staffs (3.52) and (3.51) which indicates both groups of respondents

agreed that the human resource expert representative had participation during staff selection process.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value=0.94) at 0.05 level of significance. From these two groups of information, we may deduce that human resource expert had participation during staff selection process. To sum up, the federal civil servant permanent employment implementation directives November, 2007 article (5) sub article (5.1) enforced that the selection process is carried out by recruitment and selection committee composed of the department head of the vacant position, the department head of human resource management, and human resource expert by appointment.

As it is represented in table 4d item 5, majority of the management and support staff respondents (73.2%) and (66.2%) agreed that an interview was conducted adequately before vacant position fill-in. Besides, the mean value of management staffs (2.63) which shows that management staff members' can't decide whether that an interview was conducted adequately before vacant positions fill in. On the other hand, the mean value of support staffs (2.35) which reported that respondent's disagreement that an interview was conducted adequately before vacant positions fill in.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value= 0.10) at 0.05 level of significance. From these two groups of information, we may deduce that interview was not conducted adequately before vacant positions filled in. The aim of interview is to elicit information about candidates that will enable a prediction to be made about how well they will do the job and thus lead to a selection decision (Armstrong, 2012).

Table 4d item 6, indicates majority of the management and support staff respondents (78%) and (72.3%) of them agreed that candidates were subject to written test before vacant position fill-in. On the other hand, the mean value of management and support staffs (2.71) and (2.58) which indicates both groups can't decide whether the human resource office conducted written test to candidates before vacant position fill-in not.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value=0.37) at 0.05 level of significance. In the interview,

interviewees confirmed that the HR department conducted an interview as well as written test adequately to candidates before vacant positions fill in. From these, we may infer that the candidates are subject to test before vacant positions filled- in. Selection tests are used to provide valid and reliable evidence of levels of abilities, intelligence, personality characteristics, aptitudes and attainments (Armstrong, 2012).

Table 4 d items 7, majority of the management staff and support staff member respondents (39%) and (53.8%) reported their disagreement that candidates had taken practical test in relation to vacant position before vacant position fill-in. Besides, the mean value of management and support staffs (1.98) and (1.71) which indicates both groups agreed that candidates had not taken practical test. From these two groups of information, we may assure that practical test for all vacant position is not done, except the vacant positions required practical test.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value =0.12) at 0.05 level of significance. On the other hand, the federal civil servant permanent employment implementation directives November, 2007 article (5) sub article (5.3) enforced that organization should have selection criteria that commonly apply interviews and tests which measures required skills, abilities and attitudes for the position. Thus, it shows that practical exam is optional. It is not mandatory for all positions.

4.2.3: Practice of Staff Promotion

In table5 item 1, most of management and support staff member respondents (51.2%) and (44.6%) can't decide whether the agency staff promotion was planned or not. On the other hand, the mean value of management and support staff members (1.9) and (1.57) which indicate both groups of respondents agreed that staff promotion was not planned. The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value=0.11) at 0.05 level of significance. In light of this, the agency growth and transformational plan II didn't show how many employees will get promotion. According to this information, we can say that promotion was not planed. Thus, the human resource office fails to plan its activity. Without clear cut planning and a direct linkage to the

organization's strategic direction, estimations of an organization's human resource needs are reduced to mere guesswork that may well fall short of the organizations actual needs.

Table 5: Performance of Staff Promotion Functions

SN	Item	Respondents									T-test	
		Management staff					Support staff					
			f	%	M	SD	f	%	M	SD	t	sig
1	Staff promotion was planned	A	8	19.5	1.9	0.7	4	6.2	1.57	0.61	2.58	0.11
		UD	21	51.2			29	44.6				
		DA	12	29.3			32	49.2				
		Total	41	100			65	100				
2	Staff promotion was based on federal directive	A	14	34.1	2.12	0.75	13	20	1.86	0.73	1.78	0.08
		UD	18	43.9			30	46.2				
		DA	9	22			22	33.8				
		Total	41	100			65	100				
3	Staff promotion was merit based	A	12	29.3	1.93	0.82	16	24.6	1.8	0.81	0.78	0.44
		UD	14	34.1			20	30.8				
		DA	15	36.6			29	44.6				
		Total	41	100			65	100				
4	Vacant positions fill-in by promotion before external recruitment	A	17	41.5	1.98	0.94	7	10.8	1.35	0.67	3.98*	0.000
		UD	6	14.6			9	13.8				
		DA	18	43.9			49	75.4				
		Total	41	100			65	100				
5	Vacancies were posted or publicized in a clear way	A	29	70.7	2.59	0.71	30	46.2	2.11	0.9	2.88*	0.005
		UD	7	17.1			12	18.5				
		DA	5	12.2			23	35.4				
		Total	41	100			65	100				

Key: A=agree, UD=undecided, DA=disagree, M=mean, and SD= standard deviation

As indicated in table 5 item 2, majority of management and support staff members (43.9%) and 30(46.2%) can't decide whether the agency staff promotion was based on federal directive or not. Besides, the mean value of management and support staffs (2.12) and (1.86) which indicates the respondents agreed that staff promotion implementation was not aligned with federal directive.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value=0.08) at 0.05 level of significance. According to this information, we may say that promotion function was not in line with the employment implementation directives. Besides, in the interview, one of interviewee stated that staff promotion was not aligned with civil service personnel policies and regulation rather on

consent of top level managers. As the interviewee specified that the person who has good relation with top level managers, he/she will promote. Therefore, as shown the data, staff promotion in the respective agency was not in line with civil service promotion directives. For this reason, it is better to follow the federal civil servant promotion directive unless it is difficult to retain qualified employees.

As we can see from table 5 item 3, from the total of 41 management staff member respondents (36.6%) disagreed that staff promotion was merit based. While (34.1%) and (29.3%) of them undecided and agree respectively. Besides, from the total 65 support staff member respondents (44.6%) of them disagreed that staff promotion was merit based. Whereas the remaining (30.8%) and (24.6%) of them responded undecided and agree respectively.

Cognizant of this, the mean value of management and support staff member respondents (1.93) and (1.8) which indicates both groups of respondents agreed that promotion was not merit based. The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value=0.44) at 0.05 level of significance. Also, in the interview, one of interviewee stated that director positions are purely not merit based. Qualification, experiences, pervious work record, and performance capabilities are not considered rather higher official assign on base of political affiliation.

On contrary to this, the federal civil servant promotion directive, November 2000 enforced that employees are promoted to higher position purely on merit base. Thus, as shown the data, the staff promotion in respective agency were not in line with civil service employment directives. For this reason, it is better to follow the federal civil servant promotion implementation directive unless it is difficult to retain experienced and qualified employees.

As indicated in the same table 5 item 4, from the total of 41 management staff member (43.9%) of them disagreed that the human resource office fill in vacant position by promotion before external recruitment whereas the remaining (41.5%) and (14.6%) agree and undecided. Like that of management staffs, majority of support staff members (75.4%) respondents reported their disagreement that vacant positions were fill in by promotion before external recruitment. On the other hand, the mean value of management and support staff members (1.98) and (1.35) which shows the respondents agreed that vacant positions

were fill-in by external staff recruitment before staff promotion. This implies that the activity was not done properly and not in lined with civil servant promotion directive.

The T-test result revealed that there is statistically significant difference between the two groups of respondents (the calculated sig value =0.000) at 0.05 level of significance. From this information, we may infer that the agency publicized vacant position to external staff recruitment before giving promotion to its employees. In addition to this, during the interview, interviewees told to the researcher starting from September 2009/2016 employees didn't get any promotion, but available higher positions filled in by external recruitment. The federal civil servant proclamation, 515/2007 states that promotion shall be given for the purpose of executing works by competent employees, enhancing the performance of government institutions and for motivating employees. Therefore, Staffs are motivated to perform when they know that for any promotion or new vacancies, they are given a chance to apply for the jobs. So, it is better to give chance for staff promotion before filled in by external recruitment.

As we can see in table 5 item 5, most of management staff respondents (70.7%) agreed that the human resource office publicized or posted vacancies in a clear way. From the total of 65 support staff member respondents (46.2%) of them agreed that the human resource office publicized or posted vacancies in a clear way, whereas the remaining (35.4%) and (18.5%) disagreed and undecided. We may deduce that the agency publicized vacant positions in proper way. Besides, the mean value of management staffs (2.59) which shows, management staff members can't decide whether the human resource office publicized or posted vacancies in a clear way or not. On the other hand, the mean value of support staffs (2.11) which indicates disagreement of respondents that the human resource office publicized or posted vacancies in a clear before vacant positions fill in.

The T-test result revealed that there is statistically significant difference between the two groups of respondents (the calculated sig value =0.005) at 0.05 level of significance. Thus, the data implies that the support staffs can't remember whether the human resource office publicized or posted the vacant positions in clear way or not. The federal civil servant proclamation, 515/2007 enforced that any government institution shall advertise every vacant position to invite candidates to apply for the position.

4.2.4. The major challenges encountered in the process of implementing staff employment and promotion functions

Table 6 a: Factors Influencing HRP Activities

SN	Item	Respondents									T-test	
		Management staff					Support staff					
			f	%	M	SD	f	%	M	SD	t	sig
1	Reliability in forecasting	A	31	75.6	2.68	0.61	32	49.2	2.17	0.89	3.2*	0.002
		UD	7	17.1			12	18.5				
		DA	3	7.3			21	32.3				
		Total	41	100			65	100				
2	Top management support	A	25	61	2.54	0.63	29	44.6	2.08	0.91	2.8*	0.01
		UD	13	31.7			12	18.5				
		DA	3	7.3			24	36.9				
		Total	41	100			65	100				
3	Resistance of employees	A	9	22	1.88	0.75	13	20	1.8	0.75	0.52	0.6
		UD	18	43.9			26	40				
		DA	14	34.1			26	40				
		Total	41	100			65	100				
4	Strategic plan	A	27	65.9	2.44	0.84	30	46.2	2.23	0.81	1.28	0.21
		UD	5	12.2			20	30.8				
		DA	9	22			15	23.1				
		Total	41	100			65	100				
5	HR experts	A	29	70.7	2.71	0.92	34	52.3	2.14	0.95	1.48	0.14
		UD	-	-			6	9.2				
		DA	12	29.3			25	38.5				
		Total	41	100			65	100				
6	HRIS	A	30	73.2	2.51	0.84	27	41.5	2.05	0.89	2.7*	0.01
		UD	2	4.9			14	21.5				
		DA	9	22			24	36.9				
		Total	41	100			65	100				

Key: A=agree, UD=undecided, DA=disagree, M=mean, and SD= standard deviation

As presented in table 6a item 1, from the total of 41 management and support staff respondents (75.6%) of them agreed that reliability in forecasting is the prominent factor that influences human resource planning. Like that of management staffs, (49.2%) support staff members reported their agreement, whereas the remaining (32.3%) and (18.5%) replied disagree and undecided. On the other hand, the mean value of management staffs (2.68) which indicates respondents can't decide whether reliability in forecasting is the major problems of human resource planning or not. In addition to this, the average mean value of support staffs (2.17) which indicates the respondents agreed that reliability in forecasting is a problem of human resource planning.

The T-test result revealed that there is statistically significant difference between the two groups of respondents (the calculated sig value =0.002) of at 0.05 level of significance. This implies support staffs had no idea whether the reliability in forecasting is a prominent factor or not. Furthermore, as cited in Mahapatro (2010), the effectiveness of planning depends on the accuracy of forecasts. If the forecast is not correct, planning will be defective.

Result from table 6a item 2, most of management and support staff respondents (75.6%) and (49.2%) agreed that top management support had destructive influence on human resource planning negatively or positively. On the other hand, the mean value of management staff respondents (2.54) which shows respondents can't decide whether top management support had adverse impact on human resource planning or not. In addition to this, the mean value of support staff respondents (2.08) which indicates respondents' disagreement that top management support had an influence on human resource planning.

The T-test result revealed that there is statistically significant difference between the two groups of respondents (the calculated sig value=0.01) at 0.05 level of significance. Moreover, as Mahapatro (2010), point out in the absence of top management support and commitment, it would not be possible to ensure the necessary resources, cooperation and support for the success of human resources planning.

As we can see in table 6a item 3, from the total of 41 management and 65 support staff respondents, majority (43.9%) and (40%) of them can't decide whether resistance from employees had undesirable effect on human resource planning or not. On the other hand, the mean value of management and support staff member (1.88) and (1.8) which may reveals respondents disagreement that resistance from employees had adverse influence on human resource planning.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value =0.60) at 0.05 level of significance. Contrary to this, Mahapatro (2010), indicates that employees feel that human resource planning increases their overall workload and regulates them through productivity bargaining. They also feel that it would lead to wide spread unemployment, especially of unskilled workers.

As depicted in the same table 6a item 4, most of management and support staff respondents (65.9%) and (46.2%) of them agreed that absence of strategic plan had adverse effect on human resource planning. On the other hand, the mean value of management and support staffs (2.44) and (2.23) which reveals that respondents agreed that absence of strategic plan had no negative influence on human resource planning.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value =0.21) at 0.05 level of significance. Conversely, when developing a strategic plan, an organization specifies its overall purpose and objectives and indicates how these are to be achieved. It is through the development and implementation of a strategic plan that organizations try to build and sustain a competitive advantage (Ronald, 2002). Thus, if we do not know where we are going, it is difficult how we will ever get there. Therefore, the strategic plan helps organizations determine where they are going.

As indicated in the same table item 5, from the total of management and support staff respondents, majority (70.7%) and (52.3%) of them agreed that lack of HR experts had adverse effect on human resource planning. On the other hand, the mean value of management staff members (2.71) which disclose that respondents can't decide whether absence of HR experts had adverse effect on human resource planning or not. Besides, the average means value of support staffs (2.14) which point out the respondents' disagreement that lack of HR experts had adverse effect on human resource planning.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value =0.14) at 0.05 level of significance. Generally, in the absence of HR specialist /professionals /experts, it is difficult to provide the right kind of people at the right time to effective management of change.

As we can notice from table 6a item 6, majority of management and support staff respondents (73.2%) and (41.5%) agreed that absence of HRIS had adverse effect on human resource planning. On the other hand, the mean value of management staff (2.51) which reveal that respondents can't decide whether absence of HRIS had adverse effect on human resource planning or not. Besides, the average mean value of support staffs (2.05) which point out the respondents disagreement that HRIS have an effect on human resource planning.

The T-test result revealed that there is statistically significant difference between the two groups of respondents (the calculated sig value =0.01) at 0.05 level of significance. Thus, the use of Web based information systems (HRIS) has allowed the HR unit in organizations to become more administratively efficient and communicate more quickly to employees (Robert, L. and John, H. 2010). As a result of HRIS development and implementation in many organizations, several payroll functions are being transferred from accounting departments to HR departments. Another common use of HRIS is EEO/affirmative action tracking. Beyond these basic activities, many other HR activities can be affected by the use of an HRIS. To sum up, having accessible data enables HR planning and managerial decision making to be based to a greater degree on information rather than relying on managerial perceptions and intuition.

In general, as indicated in the rating scores of the factors that impede human resource planning as a result of absence of strategic plan , both groups of the respondents were inquired the main factor in the agency. To sum up, both respondents agreed that lack of accurately forecasting, lack of support of top management, absence of HR experts and absence of HRIS had its own influence on human resource plan, while resistance from employee had no significance influence.

Table 6b item 1, majority of the management and support staff member (85.4%) and (61.5%) respondents agreed that human resource plan had adverse effect on staff recruitment activities. On the other hand, the mean value of management staffs (2.83) which shows that respondents can't decide whether human resource plan had adverse effect on staff recruitment activities or not. On the other hand, the mean value of support staff respondents (2.4) which indicates respondents' disagreement that human resource plan had adverse influence on staff recruitment activities.

The T-test result revealed that there is statistically significant difference between the two groups of respondents (the calculated sig value=0.003) at 0.05 level of significance. Thus, may infer that support staff members don't know whether the human resource plan is an influencing factor to staff recruitment activities or not. Human resource plan provides a road map for the future. The plan identifies where employees are likely to be obtained, when employees will be needed, and what training and development employees must have

(Ronald, 2002). To sum up, if the decision is to make permanent or temporary hires, plans must be made to recruit, select, orient, and train the specific numbers and types of personnel needed.

Table 6b: Factors Influencing Staff Recruitment Activities

SN	Item	Respondents									T-test	
		Management staff					Support staff					
			f	%	M	SD	f	%	M	SD	t	sig
1	Human resource plan	A	35	85.4	2.83	0.44	40	61.5	2.4	0.83	3.06*	0.003
		UD	5	12.2			11	16.9				
		DA	1	2.4			14	21.5				
		Total	41	100			65	100				
2	Organizational image	A	26	63.4	2.37	0.89	23	35.4	2.11	0.77	1.58	0.12
		UD	4	9.8			26	40				
		DA	11	26.8			16	24.6				
		Total	41	100			65	100				
3	Job attractiveness	A	23	56.1	2.34	0.83	23	35.4	1.97	0.87	2.2	0.3
		UD	9	22			17	26.2				
		DA	9	22			25	38.5				
		Total	41	100			65	100				
4	Organizational policy	A	14	34.1	1.85	0.91	21	32.3	1.94	0.85	-.489	0.63
		UD	7	17.1			19	29.2				
		DA	20	48.8			25	38.5				
		Total	41	100			65	100				
5	Government influence	A	23	56.1	2.32	0.85	20	30.8	1.94	0.83	2.27*	0.03
		UD	8	19.5			21	32.3				
		DA	10	24.4			24	36.9				
		Total	41	100			65	100				
6	Cost of recruitment	A	9	22	1.78	0.79	3	4.6	1.42	0.58	2.73*	0.01
		UD	14	34.1			21	32.3				
		DA	18	43.9			41	63.1				
		Total	41	100			65	100				

Key: A=agree, UD=undecided, DA=disagree, M=mean, and SD= standard deviation

Table 6b item 2, majority of management staff member (63.4%) respondents agreed that organizational image is the main factor that influences staff recruitment activities. Conversely, majority of supportive staff members (40.0%) respondents can't decide whether organizational image is an influencing factor of staff recruitment or not. On the other hand, the mean value of management and support staff members (2.37) and (2.11) which shows that respondents disagreement that image of the organization be a potential constraint to staff recruitment.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value =0.12) at 0.05 level of significance. Organization projects a certain image to the community at large and this influences its ability to attract qualified employees (Ronald, 2002). Therefore, the image of the organization should be recognized as a potential barrier. If that image is perceived to be low, the likelihood of attracting a large number of applicants is reduced and vice versa.

As presented in table 6b item 3, majority of management staff respondents (56.2%) agreed that job attractiveness can be recognized as a potential barrier to staff recruitment activities. On the other hand, (38.5%) support staff members disagreed that job attractiveness is an influencing factor for staff recruitment, while (35.4%) and (26.2%) respond agree and undecided. Conversely, the mean value of management and support staff members (2.34) and (1.97) which reported disagreement of respondents that job attractiveness can be potential constraint staff recruitment. The T-test result revealed that there is no statistically significant difference between the two groups of (the sig value =0.3) at 0.05 level of significance.

As indicated in, DeCenzo,D. and Stephen R. (2009), any job that is viewed as boring, hazardous, anxiety-provoking, low-status, low-paying, or lacking in promotion potential will seldom attract a qualified pool of applicants, since most potential employees will shun it unless the wages are extremely attractive. Generally, social attitudes about particular types of employment will also affect the supply of potential employees. If the job to be filled is considered uninteresting, oppressive, or unattractive, recruiting a large and qualified pool of applicants will be difficult.

As we can see from table 6b item 4, from the total 41 management staff respondents (48.8%) of them disagreed that organizational policy is the foremost factor that hinders staff recruitment. Whereas, (34.1%) and (17.1%) replied agree and undecided. On the other hand, (38.5%) of support staff members disagreed that organizational policy is influencing factor for staff recruitment, while (32.3%) and (29.2%) replied agree and undecided.

Besides, the mean value of management and support staff members (1.85) and (1.94) which reveals that respondents agreed that organizational policy can’t be a potential constraint to staff recruitment. The T-test result revealed that there is no statistically significant difference

between the two groups of respondents (the sig value =0.63) at 0.05 level of significance. An organization's policy can have a significant impact on recruitment. A firm can stress a policy of promoting from within its own ranks or one in which positions are generally filled from outside the organization (Mondy and Martocchio, 2016).

As depicted in table 6b item 5, majority of management staff respondents (56.1%) agreed that government influence is the leading factor that hinders staff recruitment. On the other hand, support staff respondents (36.9%), (32.3%) and (30.8%) replied disagree, undecided and agree respectively.

Conversely, the mean value of management and support staffs (2.32) and (1.94) which disclose the respondents disagreement that government influence had have an effect on recruitment. The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value =0.12) at 0.05 level of significance. As point out Mondy and Martocchio (2016), federal and state regulations concerning EEO set the framework within which a recruitment program must function. An employer can no longer seek out preferred individuals based on non-job-related factors such as physical appearance, sex, or religious background.

As we can see from table 6b item 6, from the total 41 management staff member (43.9%) respondents reported their disagreement that cost of recruitment had influence on staff recruitment whereas, the remaining (34.1) and (22%) responded undecided and agree. On the other hand, majority of support staff member respondents (63.1%) disagreed that cost of recruitment is an influencing factor of staff recruitment.

Besides, the mean value of management and support staff members (1.78) and (1.42) which reveals the respondents agreement that cost of recruiting can be a potential constraint to staff recruitment. The T-test result revealed that there is statistically significant difference between the two groups of respondents (the calculated sig value =0.01) at 0.05 level of significance. Thus, may infer that support staff members don't know whether cost of recruitment is an influential factor to recruitment or not. When an organization considers various recruiting sources, it does so with some sense of effectiveness in mind such as maximizing its recruiting travel budget by first interviewing employees over the phone or

through videoconferencing (Ronald, 2002).So organization will need to analyze the costs involved in alternative methods of recruitment.

In general, as specified in the rating scores of the factors can be a potential constraint to staff recruitment. Both groups of the respondents were agreed that human resource plan is the main influential factor in the agency. To sum up, both groups of respondents agreed that job attractiveness, organizational policy, organizational image, government influence and cost of recruiting had a significance influence on staff recruitment.

Table 6 c: Factors Influencing Staff Selection Activities

SN	Item	Respondents									T-test	
		Management staff					Support staff					
			f	%	M	SD	f	%	M	SD	t	sig
	Legal considerations	A	15	36.6	2.07	0.82	6	9.2	1.4	0.66	4.67*	0.00
		UD	14	34.1			14	21.5				
		DA	12	29.3			45	69.2				
		Total	41	100			65	100				
2	Tendencies of decision	A	27	65.9	2.61	0.59	22	33.8	1.83	0.91	4.87*	0.00
		UD	12	29.3			10	15.4				
		DA	2	4.9			33	50.8				
		Total	41	100			65	100				
3	Organizational hierarchy	A	25	61	2.39	0.83	29	44.6	1.97	0.97	2.3	0.24
		UD	7	17.1			5	7.7				
		DA	9	22			31	47.7				
		Total	41	100			65	100				
4	Selection technology	A	26	63.4	2.46	0.78	23	35.4	1.88	0.91	3.41*	0.001
		UD	8	19.5			11	16.9				
		DA	7	17.1			31	47.7				
		Total	41	100			65	100				
5	Type of organization	A	15	36.6	2.05	0.84	22	33.8	2.08	0.78	-0.18	0.9
		UD	13	31.7			26	40				
		DA	13	31.7			17	26.2				
		Total	41	100			65	100				

Key: A=agree, UD=undecided, DA=disagree, M=mean, and SD= standard deviation

As depicted in table 6c item 1, from the total 41 management staff respondents (36.6%) of them agreed that legal consideration is the leading factor that influence staff selection process whereas, the remaining (34.1%) and (29.3%) responded undecided and disagree. On the other hand, majority of support staff member respondents (69.2%) of them reported their disagreement that legal consideration is an influencing factor of staff selection. On the other

hand, the mean value of management and support staffs (2.07) and (1.4) which shows that respondents agreed that legal consideration had no influence on staff selection process.

The T-test result revealed that there is statistically significant difference between the two groups of respondents (the calculated sig value=0.00) at 0.05 level of significance which indicates the support staffs may not know whether legal consideration is an influencing factor for staff selection or not. Legal matters play a significant role in HR management because of EEOC (Equal Employment Opportunity Commission) legislation, executive orders, and court decisions (Mondy and Martocchio, 2016).

As shown in table 6c item 2, majority of management staff respondents (65.9%) agreed that tendencies of decision making is the prominent factor that can be a potential constraint to staff selection process. On the other hand, (50.8%) of support staff member reported their disagreement that tendencies of decision making is an influencing factor of staff selection. Besides, the mean value of management staff respondents (2.61) which shows that respondents they can't decide whether tendencies of decision is the prominent factor that influence on staff selection process or not. On the other hand, the mean value of support staffs (1.83) which infers respondents disagreement that tendencies of decision had have influence on staff selection process.

The T-test result revealed that there is statistically significant difference between the two groups of respondents (the calculated sig value =0.00) at 0.05 level of significance. Thus, the data shows that support staffs don't know whether a tendency of decision making is influencing factors of staff selection or not. On the other hand, Mondy and Martocchio, 2016, point out the time available to make the decision can also have a prominent influence on the selection process. Therefore, we can conclude that speed of decision making is crucial, to staff selection process.

As presented in table 6c item 3, majority of the management staff respondents (61%) agreed that organizational hierarchy is the primary factor that can be a potential constraint to staff selection process. On the other hand, from the total 65 support staff member respondents (47.7%) reported their disagreement that organizational hierarchy is an influencing factor of staff selection process. While the remaining (44.6%) and (7.7%) responded agree and undecided. In addition to this, the mean value of management and support staff members

(2.39) and (1.97) which reveals the respondents agreed that organizational hierarchy hadn't have adverse influence on staff selection process.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value =0.24) at 0.05 level of significance. Mondy and Martocchio (2016), highlight organizations usually take different approaches to filling positions at varying levels. Therefore, we can generalize that organizational hierarchy had a significant influence on staff selection process.

As indicated in the table 6c item 4, majority of management staff respondents (63.4%) agreed that selection technology had a potential effect on staff selection process. On the other hand, (47.7%) of support staff respondents reported their disagreement that selection technology had a potential effect on staff selection process. While the remaining (35.4%) and (16.9%) responded agree and undecided. Besides, the mean value of management and support staffs (2.46) and (1.88) which shows that respondents agreed that selection technology hadn't have adverse influence on staff selection process.

The T-test result revealed that there is statistically significant difference between the two groups of (the calculated sig value=0.001) at 0.05 level of significance which may infers that support staffs they don't know whether selection technology impede staff selection process or not. Quite the reverse, Mondy and Martocchio (2016), highpoint selection technology goal is not merely to reduce costs but also to speed up the hiring process and find people who fit an organization's success profile. To sum up, selection technology often involve screening resumes and spotting qualified candidates, conducting personality and skills tests, and handling background investigations. It allow companies to compile job applications electronically, to more quickly gather candidates, set up interviews, and get new hires on board.

As shown in table 6c item 5, from the total 41 management staff respondents,(36.6%) of them agreed that types of organization is an influencing factor to selection process. Whereas the rest (31.7%) and (31.7%) of them responded undecided and disagree. Besides from the total 65 support staff member respondents (40%) of them can't decide whether types of organization had an influencing factor on staff selection process. While the remaining (33.8%) and (26.2%) of them replied agree and disagree. On the other hand, the mean value

of management and support staff (2.05) and (2.08) which infers that respondents reported their disagreement that type of organization had effect on staff selection process.

The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value=0.9) at 0.05 level of significance. In general, as listed in the rating scores of the factors can be a potential constraint to staff selection. Both groups of the respondents were agreed that tendencies of decision making and organizational hierarchy were the main influential factor of staff selection process. To sum up, both groups respondents agreed that legal consideration, selection technology and type of organization had in significance influence on staff selection process.

Table 6d: Factors Influencing Staff Promotion Activities

SN	Item	Respondents									T-test	
		Management staff					Support staff					
			f	%	M	SD	f	%	M	SD	t	sig
1	Discrimination	A	20	48.8	2.2	0.87	19	29.2	1.83	0.86	2.12 *	0.04
		UD	9	22			16	24.6				
		DA	12	29.3			30	46.2				
		Total	41	100			65	100				
2	Political affiliation	A	25	61	2.34	0.88	23	35.4	1.88	0.91	2.59*	0.01
		UD	5	12.2			11	16.9				
		DA	11	26.8			31	47.7				
		Total	41	100			65	100				
3	Favoritism	A	24	58.5	2.44	0.74	24	36.9	1.94	0.9	2.98*	0.004
		UD	11	26.8			13	20				
		DA	6	14.6			28	43.1				
		Total	41	100			65	100				
4	Subjectivity	SA	28	68.3	2.51	0.78	29	44.6	2.18	0.83	2.03	0.05
		UD	6	14.6			19	29.2				
		DA	7	17.1			17	26.2				
		Total	41	100			65	100				

Key: A=agree, UD=undecided, DA=disagree, M=mean, and SD= standard deviation

As we can observe in table 6d item 1, from the total of 41 management staff respondents (48.8%) of them agreed that there was discrimination during staff promotion. While the rest (29.3%) and (22%) of them replied disagree and undecided. On the other hand, from the total of 65 support staff members (46.2%) of them reported their disagreement that discrimination was practiced during staff promotion. Whereas the remaining (29.2%) and (24.6%) of them replied agree and undecided.

Besides, the mean value of management and support staffs (2.2) and (1.83) which indicates respondents' disagreement that discrimination was practiced during staff promotion. The T-test result revealed that there is statistically significant difference between the two groups of respondents (the calculated sig value =0.04) at 0.05 level of significance which may infers that support staffs didn't know whether there was discrimination during staff promotion.

As we can observe in the table 6d item 2, majority of management staffs (61%) of them agreed that there was political influence during staff promotion. On the other hand, (47.7%) support staff respondents reported their disagreement that promotion was based on political membership. While the rest support staffs (35.4%) and (16.9%) of them replied agree and undecided. Thus, from this information, we can realize that staff promotion was not transparent absolutely. So, it needs to do more.

On the other hand, the mean value of management and support staff (2.34) and (1.88) which indicates respondents agreed that promotion was not based on political member ship rather on merit based. The T-test result revealed that there is statistically significant difference between the two groups of respondents (the calculated sig value=0.01) at 0.05 level of significance which may infers that support staffs didn't know whether selection technology impede staff selection process or not.

As indicated in table 6d item 3, majority of management staff respondents (58.5%) agreed that there was favoritism during staff promotion. On the other hand, from the total 65 support staff member respondents (43.1%) of them reported their disagreement that there was favoritism during staff promotion while the remaining (36.9%) and (20%) support staffs replied agree and undecided. From this information, we may conclude that staff promotion was not competence based absolutely. So, to be free from grievance and criticism, the human resource office required to do more.

In addition, the mean value of management and support staff member respondents (2.44) and (1.94) which shows the respondents agreed that there was nepotism or favoritism during staff promotion. The T-test result revealed that there is statistically significant difference between the two groups of respondents (the calculated sig value =0.004) at 0.05 level of significance which may infer that support staffs had no information whether there was

favoritism or not because they far apart from decision making compared to management staffs.

Last, but not least, in the same table item 4, both groups of the respondents were asked whether the human resource office was free from subjectivity during staff promotion or not. Most of the management staff member respondents (68.3%) agreed that there was subjectivity during staff promotion. Besides, from total of 65 support staff member respondents (44.6%) of them agreed that there was subjectivity during staff promotion. While the rest (29.2%) and (26.2%) of support staff members replied undecided and disagree.

In addition to this, the mean value of management staff member respondents (2.51) which shows the respondents' can't decide whether there was subjectivity during staff promotion or not. On the other hand, the mean value of support staff respondents (2.18) which indicates respondents' disagreement that there was subjectivity during staff promotion. The T-test result revealed that there is no statistically significant difference between the two groups of respondents (the sig value=0.05) at 0.05 level of significance. During the interview, it was stated that the organization failed to retain qualified and competent employees and there was high attrition rate because of the vacant positions were filled by a person who didn't meets the required qualification for the position and scores higher than other candidates.

In general, as listed in the rating scores during staff promotion there were potential constraints; both groups of the respondents were agreed that there was subjectivity during staff promotion. To sum up, both groups of respondents agreed that political influence and favoritism were practiced during staff promotion. So, it is advisable that the top managers should give attention during promotion because the issue is sensitive and question of each employees.

4.2.5. Measures taken to improve the process of staff employment and promotion functions and these measures to what extent improved to be successful.

The NEAEA selected employees were asked about the practices of staff employment and promotion functions. The respondents describes the major constraints of staff employment and promotion functions as follows: absence of HR experts, absence of strategic plan , lack of accurately forecasting, lack of support of top management, absence of HRIS, tendencies

of decision, organizational hierarchy and subjectivity and favoritism were the prominent factors. In addition to this, both groups of the respondents and interviewees were asked whether the agency take any measure to reduce those potential constraints or not. Almost all, respondents reported that nothing was done rather thing are gone as usual.

As one of the interviewee confirmed that the agency tries to solve the existing problems. One of the remedy was that publicizing and posting all vacant positions to attract qualified and competent man power. Thus, this remedy alone can't solve the practical problems rather the agency needs to do further feasible actions.

Chapter Five

Summary, Conclusions and Recommendations

The purpose of this chapter is to summarize the major areas covered by the study and to draw conclusions based on the major findings. At the end, possible recommendations were forwarded to reduce the major challenges of staff employment and promotion functions and to suggest solutions how to improve them.

5.1 Summary of Major Findings

The main purpose of this study was to examine some of the practices of NEAEA in the areas of HRP and promotion functions. Specifically, it deals with human resource planning, recruitment, selection and promotion functions and the relationship these had with the agency's' strategic plan. To achieve this, objective, the following research questions were developed:

- To what extent is the annual human resource plan of the agency linked with its strategic plan?
- How effectively are staff employment and promotion functions executed in NEAEA?
- What were the major challenges encountered in the process of implementing staff employment and promotion function in the Agency?
- Were there measures taken to improve the process of staff employment and promotion functions and if so, to what extent had these measures proved to be successful?

The study was conducted in NEAEA and it was selected purposively. The agency was selected due to the presence of a bundle of problems surrounding it. Management and support staff members of the agency were involved in this study. A total of 111 questionnaires were distributed to (41) management staffs, and (70) support staffs. Out of these, (41) (100 %), and (65) (93%) respectively were filled in and collected back. Data were collected by means of questionnaires, interviews and document review. Thus, for analysis of data which were gathered through close ended questionnaire were analyzed quantitatively through using statistical package for social science (SPSS) version 23 and the obtained results were analyzed with statistical tools such as percentage, frequency, mean,

standard deviation and t-test. Based on analysis and interpretation of data the following is summary of findings;

a) It was reported by the majority of the respondents that NEAEA had no proper long term human resource strategies of future human resource requirements. That is it didn't show how many employees will hire and promote. As result of this, there was no alignment between human resource plan and strategic plan. As the document shows the HRM office didn't formulates HR annual plan in proper way.
b) The HRM office did not systematically conduct needs assessments to determine the agency's' HR requirements.
c) Most of the respondents reported that the human resource office didn't recruited staffs based on employment implementation directives. Cognizant of this, both groups agreed that human resource office didn't attract candidates at the right time and vacancies were posted or publicized in limited media.
d) Majority of management staff disclosed that human resource office didn't identify, employed competent and qualified man power properly.
e) The respondents had no information whether there was affirmative action for females, persons with disables and minority representation of nations and nationalities was considered during selection process.
f) Majority of the respondents informed that promotion was not planned. In addition to this, the respondent are doubtful that whether staff promotion was merit based or not and the vacant positions filled in by external recruitment before staff promotion.
g) In the open ended questions, respondents were asked to mention the prominent factors that influence staff employment and promotion functions. Majority of the respondents described as follows: absence of strategic plan, in proper action plan, low salary scale, high turnover rates, lack of accurately forecasting, lack of support of top management, lack of HR experts, job attractiveness, organizational image, and tendencies of decision making were the potential constraints of the staff employment in the agency. In light of this, subjectivity, political influence and favoritism were practiced during staff promotion.
h) At last but not least, the respondents and interviewees were asked to describe what remedies were taken to improve staff employment and promotion functions. Though

the agency faced by so many challenges, the top level managers as well as the human resource office didn't take any action except publicizing and posting the vacant positions. Thus, the taken remedy alone can't solve the hands-on problems unless the agency takes further feasible actions.

5.2 Conclusions

On the bases of the findings of the study, the following conclusions are drawn:

The NEAEA did not adequately carry out needs assessment to decide its staff requirements in advance. The 2017/2018(2009/2010 E.C) human resource office actual HRP prepared by HR office were not aligned with the strategic plan of the agency. The strategic plan by itself was not properly prepared. Thus, if we do not know where we are going; it is difficult to determine where we are going without the strategic plan. Therefore, we may conclude that the practices of HRP activities in the agency was weak because of which the agency could not acquire HR expert, and lack of support from top level management. So, this might affect the agency to analyze human resource needs both in quantitative and qualitative terms. Causing, the agency to fail in attracting and retaining qualified and experienced employees.

At the heart of any effective organization, there is selection of qualified candidates. The organization success depends on quality and number of employees. Hence, the organization's strategy is clear, well known, and fairly stable so that people who fit the strategy can be selected hiring the best individuals one can find makes more sense than hiring those who fit a specific job or strategy that exists today but may be gone tomorrow. "Best" in this new context means best in intelligence and best in interpersonal skills, since many jobs in rapidly changing organizations involve teamwork, negotiation, and relationship management (Ronald, 2002). However, the study discloses that staff recruitment and selection activities in the agency were weak. This, in turn, has widened the chance to employee poor performer; this adversely affects the agency to achieve its objectives.

As indicated in the finding, in the NEAEA staff promotion was not plan and merit based. Promotion is very sensitive to employees, it is very essential. Therefore, promotion is a double edged weapon. If handled carefully, it contributes to employee satisfaction and motivation. If it is mishandled, it leads to discontentment, frustration, skepticism, bickering among the employees and culminates in a high rate of employee turnover.

In the agency, there are certain challenges/problems which adversely influence staff employment and promotion functions. The major staff employment influencing factors were as follows:, absence of strategic plan, in appropriate action plan, lack of accurately forecasting, lack of support of top management, absence of HR experts, job attractiveness, organizational image, and speed of decision making. Besides, subjectivity, political affiliation and favoritism were practiced during staff promotion. However, the agency faced by so many challenges action was not taken to reduce the problems. Therefore, we can deduce that the top level managers didn't give attention to HR department though the department is the backbone of the agency.

5.3 Recommendations

Based on the major findings and conclusions drawn, the following recommendations are suggested;

a) To improve staff employment and promotion functions of NEAEA the HRM office would be expected to develop human resource strategic plan because such a plan is a guide that helps the agency to determine future HR requirements.

b) HRM annual plans must be derived from organizational plans which are joined together with the strategic plan and more or less constrained by having a link by means of which straight or nearly straight. So it is commendable to conduct HR needs assessment source of supply which are accessible for recruitment and selection purpose through a human resource information system (HRIS).

c) It is recommended that the agency to fill in positions of HR director and expert by individuals who have the required skills, knowledge and competences in the area to retain qualified and experienced employees in the area by the means of promotion, transfer from other sector or hiring because HR professionals will plays a strategic role in organizational success.

d) Hence, the agency is faced by lack of HR and other professional experts because the agency salary scale is unsatisfactory compared with other similar organizations. Therefore, to retain the existing employees as well as to attract qualified man power, the higher official's suggested to revised salary scale and set other benefits such as transport allowances and house allowances by convincing the concerned bodies.

e) It is suggested that the agency in collaboration with Ministry of public service and human resource development required to provide adequate training to its employees on personnel policies, regulation and directives of staff employment and promotion functions (especially for supportive staffs) because most of the employees had no awareness as result of these employees have no trust on HR department and they feel things are done by favoritism.

f) Before publicizing the vacant positions to external recruitment, it is recommended to give chance for promotion to retain experienced and qualified employees and motivated to perform when they know that for any promotion or new vacancies, they are given a chance to apply for the jobs.

g) Staff employment and promotion functions are a very wide topic that needs to be researched in depth. And the findings of this study did not exhaust all technicalities of human resources planning, recruitment, staff selection and promotion functions. The study explored only practices and challenges which faced staff employment and promotion functions of NEAEA. Therefore, other researchers better to conduct study in the same area.

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የሀገር አቀፍ የትምህርት ምዘናና ፈተናዎች ኤጀንሲ የሰው ሃብት ሥራ አመራር ዳይሬክቶሬት በሚዛናዊ ውጤት ተኮር ማዕቀፍ የተዘጋጀ የ2010 **ዓ.ም ዓመታዊ ዕቅድ፣ሐምሌ** 2009 **ዓ.ም.ኢትዮጵያ፣ አዲስ አበባ ፣**

የፌደራል መንግስት ሰራተኞች አዋጅ ቁጥር 515/1999 **ዓ.ም . ኢትዮጵያ፣ አዲስ አበባ፣ የፌደራል መንግስት ሰራተኞች የቅጥር የአፈጻጸም መመሪያ፣ህዳር** 2000 **ዓ.ም. ኢትዮጵያ፣ አዲስ አበባ፣**

የፌደራል መንግስት ሰራተኞች የደረጃ እድገት የአፈጻጸም መመሪያ፣ህዳር 2000 **ዓ.ም. ኢትዮጵያ፣ አዲስ አበባ፣**

Appendix A

Addis Ababa University

College of Education and Behavioral Studies

Department of Educational Planning and Management

Questionnaires to be filled by directors, team leaders, experts, and administrative staffs of National Educational Assessments and Examinations Agency (NEAEA)

Dear Respondents

This questionnaire is designed to collect data on trends of human resource planning, recruitment, selection and promotion of employees of NEAEA). The research result is to be used for academic purpose only and will be kept confidential. Thus, you are kindly requested to answer all questions patiently and genuinely.

Thank you in advance for your cooperation!!

General Direction:

- It is not necessary to write your name in the questionnaire.
- Please select your best choice for items requiring optional response by putting "✓" on each box provided for questions with rating scale (choice).
- For questions that require your further opinion, please respond briefly and clearly.

Part One: Background Information

1. Gender a) Male ☐ b) Female ☐
2. Age
    a) Less than 25 years ☐
    b) 25-34 years ☐
    c) 35-44 years ☐
    d) More than 44 years ☐

3. Education Status

a) Certificate and below ☐ c) Degree ☐ e) PhD & above ☐

b) Diploma ☐ d) MA ☐

4. Work experience

a) 0-5 years ☐ c) 11 and above years ☐

b) 6-10 years ☐

5. Your position /status

a) Director ☐ c) Expert ☐

b) Team leader ☐ d) Administrative staff ☐

Part Two: Items on staff employment functions

The following items are about the extent of your organization executed human resource planning, recruitment and selection. Please, indicate your level of agreement by circling the numbers assigned for alternatives. The alternatives and their values are: Strongly Agree (SA) =5, Agree (A) =4, Undecided (UD) = 3, Disagree (DA) = 2, Strongly Disagree (SD) =1.

SN	Human Resources Planning Activities	Rank				
		SA	A	UD	DA	SD
1	Human resource office develops long-term HR grand strategies to future human resource requirements	5	4	3	2	1
2	HRP practices were aligned with it's strategic plan	5	4	3	2	1
3	The Human resource office formulate action plan	5	4	3	2	1
4	Human resource office done HR need assessments	5	4	3	2	1
5	Human resource office systematically reviews human resource requirement of the agency	5	4	3	2	1

S.N	Human Resources Recruitment Activities	Rank				
		SA	A	UD	DA	SD
1	The human resource office executed recruitment based on employment implementation directives	5	4	3	2	1
2	The HR office announced vacancies at the right time	5	4	3	2	1
3	Vacancies were announced through with appropriate media	5	4	3	2	1

S.N	Human Resources Selection Activities	Rank				
		SA	A	UD	DA	SD
1	The human resource office executed selection based on employment implementation directives	5	4	3	2	1
2	During the selection process department head from vacant position, invited to evaluate the process	5	4	3	2	1
3	During the selection process department head of human resource management present to evaluate the process	5	4	3	2	1
4	During the selection process, human resource expert representative present to evaluate the process	5	4	3	2	1
5	Before vacant position fill-in candidates are subject to depth interview	5	4	3	2	1
6	Before vacant position fill-in Candidates are subject to standardized test	5	4	3	2	1
7	Before vacant position fill-in Candidates take practical test in relation to vacant position	5	4	3	2	1
8	Vacant positions were offered to best qualified candidates.	5	4	3	2	1
9	During selection affirmative actions for females were considered	5	4	3	2	1
10	During selection affirmative actions for persons with disabilities were considered	5	4	3	2	1
11	During selection affirmative actions for minority nationalities were considered	5	4	3	2	1

Part three: Items about employee promotion functions

The following are items believed to assess the execution of promotion that your organization applies. Please, indicate your level of agreement by circling the numbers assigned for alternatives. The alternatives and their values are: Strongly Agree (SA) =5, Agree (A) =4, Undecided (UD) = 3, Disagree (DA) = 2, Strongly Disagree (SD) =1.

SN	Statements	Rank				
		SA	A	UD	DA	SD
1	Staff promotion was planned	5	4	3	2	1
2	Staff promotion was based on employment implementation directive	5	4	3	2	1
3	Staff promotion was merit based	5	4	3	2	1
4	The human resource office fill-in vacant positions by promotion before external recruitment	5	4	3	2	1
5	Vacancies were posted or publicized in a clear way	5	4	3	2	1

Part Four: Items on Factors Affect staff employment

The following items are about factors involved during human resources planning, recruitment and Selection. Please, indicate your level of agreement by circling the numbers assigned for alternatives. The alternatives and their values are: Strongly Agree (SA) =5, Agree (A) =4, Undecided (UD) = 3, Disagree (DA) = 2, Strongly Disagree (SD) =1.

SN	Influencing Factors of Human Resources Planning	Rank				
		SA	A	UD	DA	SD
1	Reliability in forecasting	5	4	3	2	1
2	Top management support	5	4	3	2	1
3	Resistance from employees	5	4	3	2	1
4	Strategic plan	5	4	3	2	1
5	Adequacy of HR experts	5	4	3	2	1
6	HRIS(human resource information system)	5	4	3	2	1

SN	Influencing Factors of Staff Recruitment	Rank				
		SA	A	UD	DA	SD
1	Human resource plan	5	4	3	2	1
2	Organizational image	5	4	3	2	1
3	Job attractiveness	5	4	3	2	1
4	Organizational policy	5	4	3	2	1
5	Government influence	5	4	3	2	1
6	Recruiting cost	5	4	3	2	1

SN	Influencing Factors of staff Selection	Rank				
		SA	A	UD	DA	SD
1	Legal consideration	5	4	3	2	1
2	Speed of decision making	5	4	3	2	1
3	Organizational hierarchy	5	4	3	2	1
4	Selection technology	5	4	3	2	1
5	Type of organization	5	4	3	2	1

6. Do you think that there are other factors that contribute for human resources planning, recruitment and selection? Please, mention the prominent influencing factors.

_____

_____

7. Were measures taken to improve the process of staff employment functions and if so, to what extent had these measures proved to be successful?

_____

_____

Part Five: Items on Factors Affect Staff Promotion function

The following items are about factors involved during the practices of human resource promotion. Please, indicate your level of agreement by circling the numbers assigned for alternatives. The alternatives and their values are: Strongly Agree (SA) =5, Agree (A) =4, Undecided (UD) = 3, Disagree (DA) = 2, Strongly Disagree (SD) =1.

SN	Influencing Factors of Staff Promotion	Rank				
		SA	A	UD	DA	SD
1	Discrimination	5	4	3	2	1
2	Political affiliation	5	4	3	2	1
3	Quarry of favoritism	5	4	3	2	1
4	Not free of subjectivity	5	4	3	2	1

5. Do you think that there are other factors that contribute for staff promotion? Please, the major influencing factors_____

   _____

6. Were there measures taken to improve the process of staff promotion functions and if so, to what extent had these measures proved to be successful?

   _____

   _____

Appendix B

አዲስ አበባ ዩኒቨርስቲ

የትምህርትና የባህሪ ጥናት ኮሌጅ

የትምህርት እቅድና ሥራ አመራር ትምህርት ክፍል

ይህ መጠይቅ በሀገር አቀፍ የትምህርት ምዘናና ፈተናዎች ኤጀንሲ ዳይሬክተሮች፤ ቡድን መሪዎችና ሰራተኞች የሚሞላ ነው፡፡

ውድ የመጠይቁ ተሳታፊዎች፡-

ይህ መጠይቅ በሀገር አቀፍ የትምህርት ምዘናና ፈተናዎች ኤጀንሲ የሰው ሃብት ሥራ አመራር እቅድ፣የሰራተኛ ምልመላና መረጣ እንዲሁም የሰራተኞች የደረጃ እድገት አሰጣጥ ወቅታዊ ሁኔታዎች ላይ ጠቃሚ መረጃ ለመሰብሰብ ታቅዶ የተዘጋጀ የጽሁፍ መጠይቅ ነው፡፡ ከዚህ መጠይቅ የሚገኘው መረጃ ሚስጥራዊነቱ እንደተጠበቀ የሚያዝና ለምርምሩ ተግባር ብቻ የሚያገለግል መሆኑን አሳውቃለሁ፡፡ ስለዚህ ለቀረቡት ጥያቄዎች ሁሉ ትክክለኛ መረጃ እንዲሰጡ በአክብሮት እጠይቃለሁ፡፡

ስለ ትብብርዎ በቅድሚያ አመሰግናለሁ፡፡

አጠቃላይ መረጃ

- **ስም አይጻፍም፤**
- **ከተሰጡት አማራጮች ውስጥ የተሰጠውን *መመሪያ* ተከትለው መልስዎን ይሥጡ፤**
- ***ማብራሪያ* ለሚጠይቁ ጥያቄዎች ግልፅ በሆነ አገላለጽ በአጭሩ ይግለጹ፡፡**

ክፍል አንድ፡- የሰራተኞች የግል ሁኔታ ላይ የሚያተኩሩ መጠይቆች

1. ***ጸታ*፡** **ሀ) ወንድ** ☐ **ለ) ሴት** ☐
2. ***ዕድሜ*፡**
   - **ሀ) ከ25 ዓመት በታች** ☐ **ሐ) ከ35-44 ዓመት** ☐
   - **ለ) ከ25-34 ዓመት** ☐ **መ) 45 ዓመት እና ከዚያ በላይ** ☐

3. የትምህርት ደረጃ፡

ሀ) ሰርተፊኬትና ከዚያ በታች ☐ ሐ) ዲግሪ ☐ ረ) PhDና ከዚያ በላይ ☐

ለ) ዲፕሎማ ☐ መ) ማስተርስ ☐

4. የሥራ ልምድ፡

ሀ) ከ0-5 ዓመት ☐ ለ) ከ6-10 ዓመት ☐

ሐ) 11 ዓመትና ከዚያ በላይ ☐

5. እየሰሩበት ያለው ኃላፊነት ፡

ሀ) ዳይሬክተር (መመሪያ ኃላፊ) ☐ ሐ) ኤክስፐርት ☐

ለ) ቡድን መሪ ☐ መ) የአስተዳደር ሰራተኛ ☐

ክፍል ሁለት፡-የሰራተኞች የቅጥር አፈጻጸም በተመለከተ

የሚከተሉት አማራጮች የሀገር አቀፍ የትምህርት ምዘናና ፈተናዎች ኤጀንሲ የሰው ሀብት ዕቅድ አፈጻጸም፣ የሰራተኛ ምልመላና መረጣ ሁኔታ የሚዳስሱ ናቸው፡፡ ስለሆነም የዕርሥዎን ስምምነት ከተቀመጡት አማራጮች ውስጥ አንዱን ይምረጡ፡፡ የተቀመጡት አማራጮችና ክብደት እንደሚከተለው ቀርቧል፡፡ በጣም እስማማለሁ (በ.እ) = 5 ፣ እሰማማለሁ (እ) = 4 ፣ አልወሰንኩም (አ) = 3፣ አልስማማም (አል) =2፣ በጣም አልስማማም (በ.አል) =1

ተ.ቁ	የሰው ሃብት እቅድ ተግባራት	ደረጃ				
		በ.እ	እ	አ	አል	በ.አል
1	የሰው ሃብት ሥራ አመራር ዳይሬክቶሬት የተቋሙን የረጅም ጊዜ የሰው ሃብት ፍላጎት እቅድ በአግባቡ ያዘጋጃል	5	4	3	2	1
2	የሰው ሃብት ሥራ አመራር ዳይሬክቶሬት የተቋሙን ዓመታዊ የሰው ሃብት ፍላጎት እቅድ በአግባቡ ያዘጋጃል	5	4	3	2	1
3	የኤጀንሲው የረጅም ጊዜ የሰው ሃብት ፍላጎት እቅድ እና ዓመታዎ እቅድ ትስስር አላቸው	5	4	3	2	1
4	የሰው ሃብት ሥራ አመራር ዳይሬክቶሬት የሚያሥፈልገውን የሰው ሃብት የፍላጎት ዳሰሳ ያከናውናል	5	4	3	2	1

5	የሰው ሃብት ሥራ አመራር ዳይሬክቶሬት ለኤጀንሲው የሚያስፈልገውን የሰው ሀብት ለማሟላት፣ በአግባቡ ለመጠቀም የሚያግዙ እርምጃዎችን እየወሰደ ይገኛል	5	4	3	2	1

ተ.ቁ	የሰው ሃብት ምልመላ ተግባራት	ክፍፍል				
		በ.እ	እ	አ	አ ል	በ.አ ል
1	የሰው ሃብት ሥራ አመራር ዳይረክቶሬት የሰው ሀብት ምልመላ በሰተራተኞች የቅጥር የአፈጻጸም መመሪያ መሰረት ያከናውናል	5	4	3	2	1
2	የሰው ሃብት ሥራ አመራር ዳይሬክቶሬት አመልካቶችን በአግባቡና በወቅቱ ለውድድር ይጋብዛል	5	4	3	2	1
3	የሰው ሃብት ሥራ አመራር ዳይረክቶሬት ክፍት የሥራ መደቦች በሰው ሐይል ከመሙላቱ በፊት አመልካቶችን ለውድድር አግባብ ባለው ሚዲያ ይጋብዛል	5	4	3	2	1

ተ.ቁ	የሰው ሃብት መረጣ ተግባራት	ደረጃ				
		በ.እ	እ	አ	አል	በ.አል
1	የሰው ሃብት ሥራ አመራር ዳይረክቶሬት የሰው ሀብት መረጣ በሰተራተኞች የቅጥር አፈጻጸም መመሪያ መሰረት ያከናውናል	5	4	3	2	1
2	የሰራተኛ መረጣ በሚከናወንበት ወቅት የሥራ መደቡ የሚገኝበት ዳይሬክተር ያካተተ ነው	5	4	3	2	1
3	የሰራተኛ መረጣ በሚከናወንበት ወቅት የሰው ሃብት የሥራ አመራር ዳይሬክተርን ያካተተ ነው	5	4	3	2	1
4	የሰራተኛ መረጣ በሚከናወንበት ወቅት በሰው ሃብት ሥራ አመራር የሚመድብ ባለሙያ ያካተተ ነው	5	4	3	2	1
5	ቅጥር ከመፈጸሙ በፊት እጩ ተወዳዳሪዎች የቃል ፈተና ይወስዳሉ	5	4	3	2	1

6	ቅጥር ከመፈጸሙ በፊት እፁዉ ተወዳደሪዎች የጹሁፍ ፈተና ይወስዳሉ	5	4	3	2	1
7	ቅጥር ከመፈጸሙ በፊት እፁዉ ተወዳደሪዎች የተግባር ፈተና ይወስዳሉ	5	4	3	2	1
8	የሰው ሃብት ሥራ አመራር ዳይረክቶሬት ተወዳደሪና ብቃት ያላቸውን ሰራተኞች ይመርጣል	5	4	3	2	1
9	በሰራተኞች ምልመላና መረጣ ወቅት ለሴቶች ተጨማሪ ድጋፍ ይደረጋል	5	4	3	2	1
10	በሰራተኞች ምልመላና መረጣ ወቅት ለአካል ጉዳተኞች ተጨማሪ ድጋፍ ይደረጋል	5	4	3	2	1
11	በሰራተኞች ምልመላና መረጣ ወቅት በተቋሙ አነስተኛ የብሔር ተዋአጾ ላላቸው የህብረተሰብ ክፍሎች ተጨማሪ ድጋፍ ይደረጋል	5	4	3	2	1

ክፍል ሦስት፡ የሰራተኞች የደረጃ እድገት በተመለከተ

የሚከተሉት አማራጮች የሀገር አቀፍ የትምህርት ምዘናና ፈተናዎች ኤጀንሲ የሰራተኞች የደረጃ እድገት አሰጣጥ ሁኔታ የሚዳስሱ ናቸው፡፡ ስለሆነም የእርሥዎን ስምምነት ከተቀመጡት አማራጮች ውስጥ አንዱን ይምረጡ፡፡ የተቀመጡት አማራጮችና ክብደት እንደሚከተለው ቀርቧል፡፡ በጣም እስማማለሁ (በ.እ) = 5፣ እሰማማለሁ (እ) = 4፣ አልወሰንኩም (አ) = 3፣ አልስማማም (አል) = 2፣ በጣም አልስማማም (በ.አል) =1

ተ.ቁ	ተግባራት	ደረጃ				
		በ.እ	እ	አ	አል	በ.አል
1	የደረጃ እድገት የሚከናወነው የሥራ መደቦች በደረጃ እንዲያዙ በተያዘው እቅድ መሰረት ነው	5	4	3	2	1
2	የሰው ሃብት ሥራ አመራር ዳይሬክቶሬት የደረጃ እድገት የሚያከናውነው በሰራተኞች የደረጃ እድገት አፈጻጸም መመሪያ መሰረት ነው	5	4	3	2	1
3	የደረጃ እድገት የሚከናወነው በሥራ ውጤትና ብቃት ነው	5	4	3	2	1
4	የሰው ሃብት ሥራ አመራር ዳይሬክቶሬት የውጭ የሰራተኛ ቅጥር	5	4	3	2	1

	ከመፈጸሙ በፊት ቅድሚያ ለውሥጥ ሰራተኞች የደረጃ ዕድገት ይሰጣል					
5	የደረጃ ዕደገት ማስታወቂያ ሲወጣ ግልጽና በሚታይ ቦታ እንዲለጠፍ ይደረጋል	5	4	3	2	1

ክፍል አራት፡ በሰራተኞች ቅጥር አፈጻጸም ወቅት የሚገጥሙ ተግዳሮቶች

የሚከተሉት አማራጮች የሰው ሀብት ዕቅድ ፣ የሰራተኛ ምልመላና መረጣ በሚከናውንበት ወቅት የሚያጋጥሙ ተግዳሮቶችን የሚዳስሱ ናቸው፡፡ ስለሆነም የዕርሥዎን ስምምነት ከተቀመጡት አማራጮች ውስጥ አንዱን ይምረጡ፡፡ የተቀመጡት አማራጮችና ክብደት እንደሚከተለው ቀርቧል፡፡በጣም እስማማለሁ (በ.እ) = 5 ፣ እሰማማለሁ (እ) = 4 ፣ አልወሰንኩም (አ) = 3፣ አልስማማም (አል) =2፣ በጣም አልስማማም (በ.አል) =1

ተ.ቁ.	የሰው ሃብት ዕቅድ ተግዳሮቶች	ደረጃ				
		በ.እ	እ	አ	አል	በ.አል
1	የተቋሙን የሰው ሀይል ፍላጎት በአግባቡ የመተንበይ እጥረት	5	4	3	2	1
2	የከፍተኛ አመራሩ ድጋፍ እጥረት/አለመኖር	5	4	3	2	1
3	ሰራተኞች የሰው ሃብት እቅድን አለመቀበል	5	4	3	2	1
4	የረጅም ጊዜ የሰው ሃብት እቅድ አለመኖር	5	4	3	2	1
5	ብቃት ያለው የሰው ሃብት ባለሙያ አለመኖር	5	4	3	2	1
6	ዘመናዊ የሰው ሀብት ሥራ አመራር መረጃ አያያዝ ሥርዓት አለመኖር	5	4	3	2	1

ተ.ቁ.	ለሰራተኛ ምልመላ ተግዳሮቶች	ደረጃ				
		በ.እ	እ	አ	አል	በ.አል
1	የሰው ሀብት ዕቅድ	5	4	3	2	1
2	የተቋም ገጽታ	5	4	3	2	1
3	የሥራው ማራኪነት	5	4	3	2	1
4	የተቋም ፖ/ሊሲ	5	4	3	2	1
5	የመንግስት ተጽዕኖ	5	4	3	2	1
6	የሰራተኛ ምልመላ ወጭ	5	4	3	2	1

ተ.ቁ.	ለሰራተኛ መረጣ ተግዳሮቶች	ደረጃ				
		በ.እ	እ	አ	አል	በ.አል
1	ህጋዊ ማዕቀፍ	5	4	3	2	1
2	የውሳኔ አሰጣጥ ፍጥነት	5	4	3	2	1
3	የተቋሙ የአሰራር እዝ	5	4	3	2	1
4	የመምረጫ ቴክኖሎጂ	5	4	3	2	1
5	የተቋሙ ዓይነት	5	4	3	2	1

6. ከላይ ከተጠቀሱት በተጨማሪ ለሰው ሃብት ዕቅድ፣ምልመላና መረጣ አለ የሚሏቸው ዋና ዋና ተግዳሮቶች ካለ ቢጠቅሱ

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7. ከላይ የተጠቀሱት ተግዳሮቶች አለ ካለ፤ ተግዳሮቶቹን ለማስተካከል የተወሰደ እርምጃ አለ? የተወሰደው እርምጃ ምን አይነት ለውጥ አመጣ?

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ክፍል አምስት፡ በሰራተኞች የደረጃ እድገት አሰጣጥ ወቅት የሚታዩ ተግዳሮቶች

የሚከተሉት አማራጮች የሰራተኞች የደረጃ ዕድገት በሚከናውንበት ወቅት የሚያጋጥሙ ተግዳሮቶችን የሚዳስሱ ናቸው፡፡ ስለሆነም የዕርሥዎን ስምምነት ከተቀመጡት አማራጮች ውስጥ አንዱን ይምረጡ፡፡ የተቀመጡት አማራጮችና ክብደት እንደሚከተለው ቀርቧል፡፡ በጣም እስማማለሁ (በ.እ) =5፣ እሰማማለሁ (እ) = 4 ፣ አልወሰንኩም (አ) = 3፣ አልስማማም (አል) =2፣ በጣም አልስማማም (በ.አል) =1

ተ.ቁ.	ተግዳሮቶች	ደረጃ				
		በ.እ	እ	አ	አል	በ.አል
1	መገለል	5	4	3	2	1
2	የፖለቲካ ተጽዕኖ	5	4	3	2	1
3	ቅርርብ፣ ዝምድና (ጓደኝነት)	5	4	3	2	1
4	ከአድሎ ነጻ አለመሆን	5	4	3	2	1

5. **ከላይ ከተጠቀሱት በተጨማሪ የደረጃ እድገት በሚከናወንበት ወቅት አለ የሚሏቸው ዋና ዋና ተግዳሮቶች ካሉ**

   ቢጠቅሱ_____

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6. **ከላይ የተጠቀሱት ተግዳሮቶች አሉ ካሉ፤ ተግዳሮቶቹን ለማስተካከል የተወሰደ እርምጃ አለ? የተወሰደው እርምጃ ምን አይነት ለውጥ አመጣ?**

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Appendix C

Addis Ababa University

College of Education and Behavioral Studies

Department of Educational Planning and Management

Interviews for National Educational Assessments and Examinations Agency (NEAEA) Selected Directors and Human Resources Experts

1) What are the major roles of the agency directorate director in human resource plan?
2) Do you think that the agency have human resource plan? How do linkage with its strategic plan?
3) Who is responsible in recruitment of staff? To what extent play their responsibilities?
4) What methods do you use to publicize job openings before positions are filled-in? Do you think they are appropriate and adequate enough to attract as many applicants as possible?
5) In your opinion, is there a clear human resource selection in your organization? If yes, explain the selection criteria's.
6) Is there human resource promotion plan in your agency? If that in what way promotion is given; merit based, seniority based, or other?
7) In your opinion, what are the major problems faced during practices of staff employment and promotion?
8) What measures were taken to improve the process of staff employment and promotion functions and if so, to what extent had these measures improved to be successful?

Thank you!!

Declaration

I declare that the thesis entitled "The practices of Human Resource Management in Ethiopian National Educational Assessments and Examinations Agency" is my original work and has not been presented for a degree in any other university, and that all sources of material used for the thesis have been duly acknowledged.

Declared by:

Nigusie Gerie Dinku _____ _____

Candidate Signature Date

Recommended for Defense

Ato Melaku Yimam _____ _____

Advisor Signature Date