



***COLLEGE OF SOCIAL SCIENCE AND HUMANITIES
DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES***

***ASSESSMENT ON THE CHALLENGES AND PRACTICE OF
HUMAN RESOURCE MANAGEMENT IN PUBLIC HIGHER
EDUCATION IN ETHIOPIA***

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Acronyms and Abbreviations

HE.....	higher education
HEQC.....	higher education quality council
HR.....	human resource
HRD.....	human resource development
HRM.....	human resource management
HRMP.....	human resource management practice
HRMT.....	human resource management training
QAA.....	quality assurance agency
TQM.....	total quality management
UK.....	unitd kingdom
WB.....	world bank

Abstract

The purpose of this study is to assess the human resource management practices in Ethiopian public higher education institutions. Human resource management in public higher education is very important and toy with it would result in jeopardy. This is because education personnel is the major instrument for achieving educational goals and consequently, national development. Human resources management is the key to rapid socio-economic development and efficient service delivery. That's why this paper stressed that without an adequate, skilled, and well-motivated workforce operating within a sound human resource management program, development is not possible. This study covered the eight basic principles of HRMP includes performance appraisal, professional training, and development, recruitment, selection and termination, human resources system and technology, risk management, safety and health, salary administration, employee relations. The challenges of human resource management practice include poor working conditions, the problem of staffing, funding, incessant transfer of teachers among others. To address the identified challenges, the following recommendations were made. Education should be made attractive by creating a conducive atmosphere for teachers. More government attention is needed for the education sector through improved function as education remains the basis for the progress of all other sectors of the society. In presently coronavirus affects human resource management practice all over the world up to know many countries try to get a solution to the coronavirus but do not get a complete solution. The study adopted only secondary data because the effect of the coronavirus results in shorter time access.

CHAPTER: ONE

1.1 Introduction

Human resource is the organization's greatest asset because, without it, everyday organization activities such as managing public service, communication, and dealing with customers could not be completed. This shows that the employees and the potential they possess are key drivers of the organization's success. It is a group of people capacity within an organization that deals with the people who work for that organization. While management means the act process skill of controlling deciding and making a decision on how to use, conduct, and accomplish something (Haslinda 2009a).

Human resource (HR) can be the most important resource to affect product performance in organizations. Studies on manage employees are important for organizations in sustaining their competitive advantage in today's business environment (Stone, 2008). Human resource management is a strategic and coherent approach to the employment and well-being of the people working in organizations (Armstrong, 2016). Thus, human resource management (HRM) plays a very significant role in influencing employee's behavior within organizations (Cowham, 2008). Several important HRM practices support the organization's business strategy: analyzing work and designing jobs, recruitment and selection, placement, training and development, employee performance evaluation, rewarding employees (compensation), promotion, and grievance procedure, and pension or social security. An organization performs best when all of these practices are managed well. With effective HRM practices, employees and customers tend to be more satisfied, and the organizations tend to be more innovative, have greater productivity, and develop a more favorable reputation in the community (Raymond A. Noe, 2011).

Several studies have been carried out on HRM practices of organizations in different countries. For instance, Kumar (2007) conducted comprehensive research on the changing pattern of human resource management practices under globalization in India. Shefali and Thakr (2007) stated that many public organizations have tailored their appraisal systems to efficiently manage the performance of human resource management in the era of intense competition; however, many changes have not been made in the system. The only changes that have been made by the organizations were the introduction of a self-appraisal system. Based on the results of the survey

and the discussions of the HRM practice workshop, the following areas of HRMP that will be particularly important in helping statistical offices to answer the future challenges by identified: motivation, change management, knowledge management, work environment, and mobility, training and skills development, management development and attracting and retaining people. In all of these areas, there are different experiences and practices among countries. Some are advanced in, for example, knowledge management or in using E-learning, while other countries may have very little or no experience in these fields. Countries can therefore benefit from exchanging experiences and good practices (Joanna, 2017).

When we look to elements of the institutional environment in Africa for possible explanations for the relationship between the level of adoption of people management practices and competitiveness outside the Anglo Saxon context. In the initial, it is instructive to note that sub-Saharan Africa ranks the lowest on the global competitiveness index¹; at the same time, the adoption of HRM practices on the continent by all available evidence is relatively low (Marler, 2012). Then it needs link between HRM and the business context and corporate strategy, as well as the coordination and orchestration of a set of HRM practices within a strategically linked HRM system to create employee commitment and thus firm performance” (Festing, 2012:37).

The developed countries have good higher education HRM performance through training, career development, and have a clear awareness of how HRM facilitates the organizational activities compared with the developing ones. In this way, developing countries face many problems like lack of training and career management, limited organizational development, lack of effective performance appraisal, lack of employee’s motivation and awareness, lack of clear strategies, and limited managerial capacity in the public sectors (Bahrami, S. 2013. Concerning these African countries face many human resource management challenges in public higher education dealing with economic, national, and regional disparity, unemployment, and the ‘enduring poverty of its conflict-affected states (WB 2011). To reach a high competitive advantage at national and international levels, the development of educational institutions requires the human resource development concerns to be institutionalized, a task for which higher education institution management or higher forums such as the ministry of higher education is responsible Popescu and Băltărețu(2012).

When we come to Ethiopia, the government recognizes that good sector policies depend on building HR capacity in HE if it is to be implemented successfully at the proposed time and one of its aims of education is to achieve self-sufficiency through quality education Tarekegn Dea Lera, (2013). Therefore, this study focused on the human resources management practices and challenges in public higher educational institutions in Ethiopia, since the major purpose of educational institutions is to deliver quality educational services, the key factor ensuring fulfillment of this purpose is the human resources. That is the reason why the human resources of educational institutions are often considered as their most valuable assets. In this context, developing human resources is an essential complex, continuous, and high responsibility process for any organization, which involves actions and activities to select and train new staff and to retain existing ones (Popescu & Crenicean, 2011).

1.2. Statement of the problem

Human resource management is a very broad and multidimensional concept. It includes eight basic HRM practices. These are listed as follows: recruitment, selection and termination, professional training and development, appraisal and performance metrics and reviews, human resources systems, and technology, risk management, safety and health, salary administration, employee relations, (HRMT National Statistical Offices, 2012). There are several challenges that directly or indirectly will affect the role and priorities of HRM practice, These include meeting future user demands of statistical products and services, responding to increasing competition from other providers of statistics, budget restrictions, and the need to develop a more efficient organization of work processes, modernization of statistical products and services, the transition from production to knowledge working and attracting the right of candidates current challenges in HRM practice; tools which are currently used for HRM practice purposes; the main future challenges in HRM practice; and tools to use or develop to meet future needs of HRM practice. (National Statistical Offices, 2012).

The success of the development is dependent on quality education; therefore, it is an essential precondition to ensure positive changes in Human resource management in public higher education particularly in developing nations like Ethiopia. On the other hand, lack of human resource management in higher education distorts the economy through the waste and

misallocation of scarce resources and neglects citizens' fundamental needs and education (Rachel, 2012; IFA, 2013).

Several researchers studied different issues of human resource management in different areas like (Yilak Yilma in 2016 studies HRD Practices and Challenges in Improving Organizational Performance, Connie Greiner in 2018 Human Resource Management Practices for Public School Principals, Dr. (Mrs) Chinyere A. Omebe in 2014, human resources management in education), when they have done their research they attain some information to human resource management. However, they cannot do this by focusing on the practice and challenges of HRM in public higher education in Ethiopia because they have less interest. In this study, we want to investigate more quality and modern information to HRMP in Ethiopia to give plentiful information to the reader. There are many constraints related to HRMP but there is no clear and deep understanding of the problems relating to HRMP in Ethiopia. Therefore, this study aimed at HRM practice and challenges in Ethiopia, Particularly this study focus on the practice and challenges of HRM; in public higher education of Ethiopia. The purpose of this study should be to ensure that the organization recruits and retains staffs that possess the necessary skills, aptitudes, and adaptability to enable the organization to meet its goal (Stone, 2008)

1.3. The objective of the study

1.3.1. General objective

The general objective of the study is to assess the practice and challenges of human resource management in public higher education institutions in Ethiopia.

1.3.2. Specific objective

The specific objective of the study

- To assess the level practice of human resource management in Ethiopia higher education
- To identify the major challenges of human resource management in the study area.
- To examine measure taking to bring valuable human resource management by Ethiopian public higher education institutions.
- To explore how human resource management is administered in Ethiopian higher education.

1.4. Research question

- How the practices of human resource management look like in Ethiopian higher education?
- What are the major challenges of human resource management in the study area?
- What possible measures put in place to bring human resource management in Ethiopian higher education?
- How human resource management is administered?

1.5. Significance of the study

Many researchers are mainly conducting researches either to solve practical social problems or add valid knowledge to the existing ones. Therefore, this study is mainly expected to have the following significance.

- The significance of the study is to indicate the current view and problems related to human resource management in Ethiopia's higher education.
- It serves as an impact for those who will interest in conducting future studies on the related areas to human resource management.
- It helps to address problems and improve their understanding of the practices of HRM and other organizations which have similar problems can also extrapolate its findings.

- The study assists the interested reader and the respected institutions to give due emphasis to HRM and devise different mechanisms to scale up and continuously upgrade the employees' expertise to improve an organization's performance.

1.6. Scope of the study

The term human resource management is very broad and wide it includes the basic principles of recruitment, selection, training, motivation, termination, performance management, compensation, reward, and employee relation. At the last, this study is not representing the challenges and practice of human resource management to all of the world. However, this study is limited to the challenges and practice of human resource management in Ethiopian public higher education. Ethiopia is located in the North-Eastern part of the African continent or what is known as the Horn of Africa." Ethiopia is bounded by Sudan on the west, Eritrea and Djibouti on the northeast, Somalia on the east and southeast, and Kenya on the south. Ethiopia lies between the Equator and Tropic of Cancer, between the 30 N and 150N Latitude or 330 E and 480 E Longitude. In this higher public educational institution, we can study briefly the 8 basic principles of human resource management practice.

1.7. Research methods

The purpose of this study is to assess human resource management (HRM) practices in Ethiopian higher education. The study followed a qualitative research methods. That is why enables researchers to look at many approaches for collecting and analyzing data rather than subscribing to only one way qualitative (Creswell, 2008). Thus, in qualitative methods research, investigators use qualitative data because they work to provide the best understanding of a research problem. Secondary data was collected from written materials including relevant books, internet sources, unpublished materials, annual reports, the higher public education institutions' rules, and procedures that are related to these studies.

1.8. Organization of the study

The paper would be organized into three chapters. Chapter one contains the introductory part, background, statement of the problem, the objective of the study, research questions, significance of the study, limitation of the study, the scope of the study, and organization of the study. Chapters two contain a review of related literature. Chapter three contains a conclusion and summary.

CHAPTER: TWO

2. REVIEW OF RELATED LITERATURE

Introduction

Human resources in organizational context include all the resources (knowledge, skills, abilities, creativity, etc) of all employees, from rank and file to top management, who contribute the services to the attainment of the organizational goals (Rao & Rao, 1990). It is the responsibility of human resource management to help organizations acquire, develop, maintain, and utilize human resources to attain the intended objectives efficiently and effectively. In this chapter, the researcher reviewed different sources of literature (both theoretical and empirical) related to concepts, challenges, and practices of HRM, Recruitment, selection, and placement. Based on the reviewed literature, an analytical model that served as a guide for data collection, analysis, and presentation of findings was developed. Hence, this chapter consists of three major sections: Conceptual and theoretical literature, empirical literature, and an analytical model.

2.1 Conceptual and Theoretical Literature

2.2.1 Human Resource Management: Concepts and practices

In the concept which has generated considerable interest among management practitioners and researchers since the 1980s is human resource management (HRM). HRM is seen as a new approach to managing the workforce (Senyucel, 2009). The HRM concept is seen as offering a more integrated approach in the management of the workforce.

The concept of human resource development has been defined by economists, social activists, industrialists, and other academicians in different ways and through, different angles. Human resource management (HRM), the management of work and people towards desired ends is a fundamental activity in any organization in which human beings are employed. HRM is an inevitable consequence of starting and growing an organization. Armstrong (2006) defines Human Resource Management (HRM) 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 the objectives. HRM involves all management

decisions and practices that directly affect the people, or human resources, who work for the organization.

More effective management of human resources increasingly is being seen as positively affecting performance in organizations, both large and small. The transition of human resource management (HRM) has enhanced organizational competitiveness and success (Flynn, 1997). A human resource system increases organizational performance, develops and maximizes an organization's abilities, and contributes to the continued competitive advantage of the organization (Huselid, 1995; Becker & Gerhart, 1996).

Human resource management practices are the primary means by which firms can influence and shape the skills, attitudes, and behavior of individuals to do their work and thus achieve organizational goals. HRM practices are designed to improve the knowledge, skills, and abilities of employees; boost their motivation; minimize or eliminate loitering on the job, and enhance the retention of valuable employees. According to Harel and Tzafrir (2003), HRM activities can influence an organization's performance through the improvement of employees' skills and quality through the increase of employee motivation. It enhances organizational effectiveness and performance by attracting, identifying, and retaining employees with knowledge, skills, and abilities, and getting them to behave in a manner that will support the mission and objectives of the organization. Thus, the effectiveness of HRM practices depends on how it creates the appropriate attitudes and behaviors in employees, in addition to its implementation.

As Huselid (1995) states HRM practices play an influential role in motivating employees to exhibit favorable attitudes and behaviors, which are required to support and implement the competitive strategy of an organization. HRM practices can influence employee skills through the use of valid selection methods to hire appropriately skilled employees and through comprehensive training to develop current employees. Even high skilled workers will not perform effectively if they are not motivated. For this reason, managers can use HRM practices the motivation of employees to work both harder and smarter. Huselid used eleven HRM practices in his study which are personnel selection, performance appraisal, incentive compensation, job design, grievance procedures, information sharing, attitude assessment, labor-

management participation, recruitment efforts, employee training, and promotion criteria. Teseema and Soeters (2006) also studied eight HR practices and their relationship with perceived employee performance. These eight practices include recruitment and selection practices, placement practices, training practices, compensation practices, employee performance evaluation practices, promotion practices, grievance procedures, and pension or social security.

Recruitment

Recruitment is defined as a process that seeks and obtains potential job applicants in sufficient numbers and quality to fulfill the available work positions, as well as meeting the organization's requirements and expectations (Shen & Edwards, 2004). Recruitment is highly dependent on a job analysis to identify the organization's needs, and recruitment is also linked to organizational strategy through human resource management planning (Macky & Johnson, 2003). Recruitment policy is very important to organizations, and it reflects an organization's general strategy (Nel, Werner, Haasbroek, Poisat, Sono & Schultz, 2008). There are internal and external factors that influence recruitment. Government or trade union restrictions and labor markets are defined as mainly external factors influencing the development of recruitment policy; internal factors such as organizational policy and an organization's image can indicate the recruitment effort (Nel et al., 2008).

Selection

As a professional HR manager, it is vital to have the competency and ability to select appropriate employees and place them in suitable work positions (Marques, 2007). Selection is an important element in HR functions because the selected employees have close relationships and connections with the organization's development. Selection is the process of gaining information for the purpose that decides who should be employed in particular work positions (Shen & Edwards, 2004). Some factors influence employee selection. Internally, these include the organization's size and type, applicant pool, and selection methods to decide the requirements and outcome of employee selection. Interviews including unstructured interviews and structured interviews are key methods in employee selection. Interviews can give a much better picture of the candidates than reading their applications from paper (Macky & Johnson, 2003).

Training and Development

Employee training and development can enhance an organization's specific knowledge, especially in developing employees' KSAs in their professional area (Birdi, Clegg, Patterson, Robinson, Stride, Wall & Wood, 2008). It would not be easy to have fully capable and developed employees in organizations; however, organizations can provide opportunities through effective training and development systems or programs to improve their employees' capability (Cunningham, 2007). The importance of training and development is to recognize an organization's skill gaps; the gaps are between the skills which existing employees have and the skills which their organizations require them to learn or improve (Holland & Cieri, 2006). Training and development help the organization's management meet its HR needs and requirements as well as improving its market value (Nel et al., 2008).

Motivation

From a psychological perspective, motivation is defined as an independent and a dependent factor; as an independent factor, motivation is a process administering people's choosing from alternative forms of their voluntary activities; as a dependent factor, motivation plays a role of stimulating people's behavior and encouraging their intention to behave (Kooij, Lange, Jansen & Dijkers, 2008). In the human resource management concept, motivation is one of the most important functions. Employee motivation is the way to make employees understand their organization's special goals and requirements of achieving the goals, and employee motivation is also the way to allow employees to recognize their capability (Nel et al., 2008).

Termination

Christie & Kleiner (2008) state that while terminating an employee is unpleasant, the outcome of termination may have a positive influence. When managers want to terminate their employees rightfully, they must have a comprehensive understanding of employment law, as well as criteria for specially protected workers such as consideration of people's race, gender, or religion (Kleiner, 2003). Termination is a sensitive element for organizations, and it can build relationship stress in the workplace. HR professionals must have the ability to reduce employees'

stress about termination, and give them an accurate understanding of the organization's discipline and termination procedure (Holmlund-Rytönen & Strandvik, 2005).

Performance Management

Lawler and Mc Demott (2003) suggested that it is very difficult to manage human capital without a system that measures performance capability. Companies need a performance management system that can identify the capabilities of its human capital so that they can effectively staff projects, implement strategies initiative and manage the development of their workforce. Measures of performance are also required to deal with a variety of approaches to performance management. These choices are continuing to increase because of the availability of 360-degree appraisal tools and the growing use of the web to enable firms to do more integrated and comprehensive human capital management systems. The system is used in a decision regarding performance-based pay-employee development and training and development efforts of the organization. Moreover, the performance information received from the system is used by the organization to correct performance problems and assess the effectiveness of their improvement efforts.

Compensation and Reward

The compensation system is designed to attract, retain, and motivate employees while complying with all legal rules and regulations. Compensation refers not only to extrinsic rewards such as salary and benefits but also to intrinsic rewards such as achieving personal goals. Autonomy and more challenging job opportunities (Carrell et al., 1995). Job evaluation is used to evaluate jobs systematically and to assign them to pay grades. The standard method of evaluation includes ranking, classification, point, and factor compensation. Pay systems are usually designed to compensate people for the work they produce, the skill they learn and use, or the time they spend. Individual employee. Team-based and organizational-wide systems such as profit sharing and gain sharing are replacing automatic pay increases to relate pay to performance. Executive compensation systems normally include four components salary, bonus, long-term incentive, and profit. According to Noe et al. (2003), wages, bonuses, and other types of pay have an important influence on an employee's standard of living.

Employ Relation

The scope of employee relations covers, institutional relations, employee safety, health, employment security, working condition, and assistance with non-work problems. Government law regulates employee safety. Apart from fulfilling the obligations spelled out under the law, the employee's organized safety awareness programs to stress the organization's commitment to safety. The components of the program are hazard identification, communication, and education to those at risk, and reinforcement of safe practices. Employee health is taken care of by employee assistance programs and employee wellness programs. Disciplinary procedures, compressed workweek, flexi time, job sharing and part-time work fall under the gamut of employment security and working conditions. To help the employees to manage their work and private life both, companies have started family friendly policies, which include childcare, elder care and family leave policy. The purpose of all these programs is to ensure the workforce's economy and psychological wellbeing these programs help in enhancing productivity, reducing turnover and making the organization more competitive. Therefore, employee relations are meant to cultivate a sense of belonging to and oneness with the organization.

2.2 Empirical evidence on HRM practice and Challenges in Global, Africa, Ethiopia and HE

2.2.1 Human Resource Management Practices: International and Africa Context

Several studies have been carried out on HRM practices of organizations in different countries. For instance, Kumar (2007) conducted comprehensive research in the changing pattern of human resource management practices under globalization on selected Multi-National Companies in India. The researcher conducted the study with the objectives of knowing and highlighting the practices of human resource management adopted by the organization to deal with the competitive situation. Based on data collected and the situation observed the study has found the following human resource management practices in the study area include training, orientation, compensation, working environment, performance appraisal, and promotion. The HRM practices adopted are properly matched according to the needs of the present time

Monika Bodor (2014), in his study 21st century challenge of Human Resource Management given Hungarian higher education institution's operations, assumed the practice of the HRM format: staff administration goals and processes constitute a complete scheme in association with the corporate aims and processes and support the attainment of the individual (professor and scholar) goals and attention in relation with corporate aims and processes, given the fore mentioned assertions we can infer that staff administration goals and processes significantly add to the enhancement of corporate and administrative effectiveness of the English tertiary academic institutes. The author indicated that currently, the staff administration processes are less involved in the development of competence and contention in the Hungarian institutes than in their English corresponding institutes: the staff administration of Hungarian tertiary academic institutes taking part in a study gave varied findings: in many institutes the previous version, having generally only "labor" processes grounded on a "salary" scheme is still prevalent, while in others there is a move in the direction of the HRM type. Abraham Boateng (2015), studied the effects of staff administration activities on staff turnover in Ghana's building trade, his findings provide experimental backing for the significance of employment and placement, instruction & progress, interpersonal bonds, staff interaction and participation, fitness, security, and conflict, appreciation and salary, remuneration, motivation and evaluation on "employee retention" in the building trade of Ghana.

This finding monitors the findings of several surveys in several advanced nations and appears to show that staff turnover in these parts could be well described by HRM's most excellent approaches as contrasted to social disparities. Obwogi (2011) in his work 'Factors That Affect Quality of Teaching Staff in Universities in Kenya: found that in Kenya, excellence in high academia was adopted some time ago by enabling the robust testing of curricula; aligning the curricula with the current capability and proficient recruitment of staff to teach the curricula. He also indicated that HRM customs at tertiary institutions remain the leading problem to excellence. Some of the HRM pursuits such as a report on the assessment of output and suggestions for education are not good enough. He also indicated that the appropriateness of HRM methods in undertaking college pursuits like deployment of administration grounded on achievement, pay, and incentives are nominal. He further pointed out that excellent assessment types put together by the Higher Education Quality Council (HEQC) and the Quality Assurance

Agency (QAA) for Higher Education in the UK (1996) is adopted in Kenyan universities, the modified type recognizes the issues influencing excellence of lecturers at universities in Kenya. Norhayati Zakuan et al, (2012) reviewed the Critical Success Factors of Total Quality Management Implementation in Higher Education Institutions' in Malaysia. The authors stated that quality education has long been linked to distinction or convention to definite values. The distinction has presided over excellent tuition for ages. The authors believed that the important accomplishment requirements of total quality management (TQM) initiation in tertiary academic institutes which has the tendency to be studied and form fresh information, to enhance the total quality management exercises and results particularly in tertiary academic institutes. The evaluation is centered on the adoption, the effect on the institution's output, and the likely pointers to be employed in total quality management (TQM) in organizations. They indicated that for higher educational institutions in Malaysia to stay competitive in the global world they should consider important achievement indicators of total quality management (TQM) and its adoption in tertiary academic institutes.

2.2.2 Human Resource Management Practice in Ethiopian Context

Though there is plenty of literature on HRM practices in other countries' contexts, there is an acute shortage of earlier studies regarding HRM in the Ethiopian context in the general and higher institutions in general. However, the study conducted by Tarekegn (2013) on 'the history of human resource management practices in Ethiopia' worth mentioning. He underscores the importance of human resource management practices in developing country context with a particular focus on Ethiopia. As the researcher stated, the recent growth and expansion of public and private organizations added to the flow of multinational companies into the country have triggered the need for strategic human resources management practices. The researcher describes that strategic human resource management has unparalleled importance to transform the overall socio-economic situation of Ethiopia.

Ethiopian HRM differs from human resource management practices in the West. This can be attributed to contextual factors such as economic systems, political practices, and cultural and social aspects. For example, performance appraisal is one area of HRM practice that is affected by the collectivist culture of Ethiopia. Organizations usually use performance appraisal to make

decisions about promotion, rewards and identifying training needs and making a correctional measure if necessary. Performance appraisal is rarely conducted in Ethiopian organizations. Those who conduct performance appraisals do it annually while others do it semi-annually. However, it is common that the one-way appraisal system leads to personal feuds and rejection of the evaluation results. Besides, the nature of the system and the disconnect with the cultural norms, the way the results are communicated to employees contributes to the discontent and conflicts that arise Tarekegn (2013).

As mentioned above, people in collectivist cultures do not discuss such issues transparently and want to avoid any performance-related discussion even though they know that they performed well. Training and development also another area of HRM practice and it might be the least practiced HR element in most Ethiopian organizations. Since most organizations are focused on short-term productivity, the long-term benefit of training and staff development is not well recognized. The shortage of experts and institutes that provide training, in general, makes the situation more challenging. Even so, there are still a handful of organizations that allow their employees with further training and learning opportunities such as universities and governmental organizations. However, training is not always in line with the needs of the organization, rather, they are based on the interest and preferences of the individual. This is partly the result of a lack of a clear human resource strategy and policy. Finally, the researcher suggests that Ethiopian organizations may not be able to compete in the global economy unless they adopt effective management of human resources. Organizations should strive to adopt a human resource strategy that tackles nepotism, foster equal opportunity, and encourages innovation and creativity if organizations need to compete in the global economy (Tarekegn 2013).

2.2.3 Challenges for Human Resource Management Practice

The challenges that confront the practice of HRM in organizations are huge and steep. Major human resource capacity challenges are believed to manifest three-dimensionally as policy, task/skill/organization, and performance motivation induced (Antwi, Analoui & Cusworth, 2007). Literature also suggests that the pertinent issues include the perceived lack of sufficient knowledge and skills on the part of HRM practitioners necessary to implement effective HRM practices at various levels in their organization (Nel, Werner, Du Plessis, Ngalo, Poisat, Sono,

Van Hoek & Botha, 2011; Burton, 2003; Jayne, 2002) and HR professionals not being assertive enough to be present in the boardroom to guide human resource programs to achieve long-term impacts on human resource initiatives. This probably points to a lack of adequate drive and communication to apply strategic human resources management fully (Du Plessis, 2004; Birchfield, 2003). Other challenges identified in the literature include inadequate strategic human resource planning, low budgetary provision for training and development, doubtful skills and competencies of HRM practitioners, poor reward management, ineffective supervision, indiscipline, and occupational stress (Onah, 2000). Also, change management, leadership development, human resource effectiveness measurement, organizational effectiveness, compensation, staffing, succession planning, and learning and development (Anyim, Ikemefuna & Mbah, 2011; Rutherford, Buller, & McMullen, 2004).

An emerging knowledge economy creates major challenges for HRM in organizations. The major challenges that confront the HRM function in organizations in meeting their objectives are the following.

Aligning HRM to Strategic priorities: If HRM practitioners want to make an impact and help to drive success, then they need to focus more on strategy-perhaps avoid addiction to delivery of training programs. They should seek to understand the need of the organization more to deliver a learning agenda that enables the achievement of goals (Charles, 2006). A Strategic HRM is that development arising from a clear vision about people's ability and potential to provide a competitive advantage to an organization (Ozcelik & Ferman 2006). It is employee development that arises out of the need to actualize the often-heard statement by organizations that people are our greatest assets. Strategic HRM is driven by the organization's goals and operates within these goals to develop human capital and is thus a purposeful way of matching people to the organization. The central focus should be to expand the learning capability that can help generate the knowledge base of the organization and enhance both competitive and collaborative capability (Harrison & Kessels, 2004).

Building knowledge-productive learning culture: According to Harrison and Kessel (2004), the effectiveness of HRM in contributing to culture change rests on its practitioners' alertness

and responsiveness. To new needs in the workplace, on their ability to raise awareness of the importance of a culture of learning. That means, in practice for managers and other employees, and on their production of relevant interventions that can form part of culture's new context. To do this, they require a deep knowledge of culture, its historical roots, and its typical impact on workplace behaviors and performance.

Developing managerial and leadership capability: This is another basic challenge that organizations face in meeting their desired goals. In the knowledge economy managers and team leaders increasingly have to master strategizing, organizing, and HRM processes relevant to innovative organizational forms (Harrison & Kassel, 2004). Hence, HRM professionals should design and help to implement management development strategies to build interacting types of core competencies like strategic capability, flexibility, and learning orientation.

Upholding Cultural Values and Norms: If a developing country is to succeed in developing skills of its HR, in a way that serves its real and correct development needs most effectively, its plan must respect the cultural values and norms which people are strongly attached to (Habib, 2012). This will secure a stronger commitment on the part of those targeted by the development efforts than would be the case otherwise. It is therefore essential that government administrations be careful when reviewing its development options, not to ignore the fact that the attitude and reaction of people toward its HRM plan (Wachira et al., 2012).

Understanding of different needs and interests: According to (Wachira, 2012) the best national HRM plan is one that is designed to best serve the special needs and interests of the country and its sectors. Hence, national HRM planning should be objective, providing means to eventually set the stage for the achievement of priorities, goals, and interests that truly make a difference as far as the fate of the country and the wellbeing of its people are concerned (Habib, 2012). Therefore, planning is not a chance for planners only to show professional and skillful they are but also how ethical, realistic, and precise their judgment and choices can be.

Allocating sufficient financial resources and using them wisely: Financial resources can only be available by a limited amount. But the amount must be adequate to achieve the goals of HRD.

Also, it is essential not to misuse the financial resources. In short, the failure to continue the HRD course of action after starting it must not be allowed. It is very important to be able to continue financing HRM at all times and regardless of volatile swings in financial budget levels (Habib, 2012).

Developing a comprehensive HR strategy: As indicated by Wachira (2012), the best national HRM is one that is part of a comprehensive national HR strategy. Good national HR strategies begin with identifying national work needs and work requirements. Strategic planning is the best means through which selection can be made. Also, an effective HR strategy provides for HRM programs that invest in learning through training. According to Harrison and Kessel (2004), the identification of training needs and policy; and the details relating to training content, scope, and overall thrust should be entirely in the hands of those who will supervise its beneficiaries. Moreover, career-broadening should be a prime focus in HRM programs to secure flexibility to quickly adapt to changes in the work environment. Therefore, an effective HR strategy provides for effective HRD through competition among workers for career progression, the effective performance review process for knowledge transfer, and effective leadership.

Utilizing HR assessment technology to plan HRD: HR assessment technologies have developed to a very advanced stage nowadays. It can be beneficial, therefore, to initiate a particular HRM program that serves the national HRM strategy through the application of suitable HR assessment technology systems. Such systems are designed to assess the selection, appraisal, and development, and coaching of workers (Habib, 2012). These systems are best used in conjunction with a process whereby workers' experience, education, qualifications, competence, and trainability can be assessed.

Promoting positive workforce attitudes toward HRD: An attitude is a psychological stand of a person concerning an issue. National HRM programs need to be designed with the recognition that members of workforce attitudes toward HRM constitute an essential factor for HRD success. As Wachira (2012), positive attitudes among members of the workforce constitute a Condition for absorbing the requirements of the program; and that is important for smooth program execution. It is central that workforce members realize their personal needs for change and

improvement, and be conceived of the direct and clear link between these needs and the designed HRM programs (Habib, 2012).

Accepting modern technological changes and developments: As Wachira et al. (2012), technological advances are changing the way people doing things. Current requirements are for more professional and technical tasks and fewer activities. Therefore, national HRM programs need to be built on the realization that flexibility, skills, and professionalism are essential requirements to face up to modern work challenges. Since the nature of most aspects of nowadays work requires a high level of skill and versatility HRM programs in developing countries should be committed to investing heavily in training and career development (Wachira, et al., 2012). To do this utilizing knowledge and experience accumulated locally, intensifying training of the workforce in up-to-date skills necessary for planned assignments, developing long-term career potential, and creating a positive work environment that motivates and promotes productivity is crucial.

Creating a positive working environment: According to Habib (2012), the creation of a positive work environment is an essential requirement in every organization to upgrade HRM. This ensures that workers have a strong sense of their value and contribution. It should encourage commitment to workers' part, increase retention, and facilitate mobility and versatility. Government organizations should promote national HRM practices indicative of their emphasis on creating a positive work environment. As Swartz (2010), a positive work environment encourages, with caution, risk-taking; allows for flexible work schedules, and offers different options to employees.

Sustaining the effort: Human resource development is not one going effort. It is an on-going process. Government organizations concerned with HRM should on an on-going basis, review, discuss, and monitor the identification of changes in workforce development and training needs (Habib, 2012).

2.2.4 Human resources management practices in a time of covid 19

The survey examines how HR managers perceive the current COVID-19 situation, how HR practices are carried out in times of a crisis, and their perception of top management support. The survey report is based on 273 answers from HR managers (or similar positions with HR tasks) from the small, medium-sized, and large organizations in Denmark, Sweden, and Norway.

Overall, the survey indicates that top management support for HR is high in times of the COVID-19 pandemic. Most HR managers are satisfied with how their organizations handled the crisis. There is a high focus on activities that foster the employee experience and most HR practices remain of relevance during the pandemic, especially communication to and among employees. However, most organizations provide no or less than 1 hour of training to their employees per week and there are rather moderate to loose ties between individual performance and pay raises or promotions in times of COVID-19. The majority of HR managers were able to maintain an appropriate work-life-balance during the COVID-19 and display a very proactive attitude towards their work.

The COVID-19 Pandemic and its Impact HRM practices

The majority of respondents (65%) agree that the COVID-19 pandemic has negatively impacted their organization, while a fifth indicates the opposite. 19 percent of HR managers do not see a negative impact of COVID-19 on their organization. during the crisis, Almost 80 percent of the respondents indicate that their board communicated clearly and adequately about the crisis. A great percentage of the respondents (89%) show a strong sense of satisfaction with how their organizations handled the pandemic. Every second HR manager experiences changes in the type of work, how their work is done, and how their workplace is managed and organized. Most HR managers (70%) are not subject to work hour reductions, while a little more than a fifth of the respondents (22%) indicate some level of agreement that their working hours have been reduced since the pandemic. Only 11% of the HR managers did not work remotely during the crisis. The majority of the HR managers (80%), who worked remotely, are satisfied with the quality of their work that they delivered from home. Survey results indicate that more than half of HR managers were able to maintain their work-life-balance during the COVID-19 pandemic (57%), experienced low levels of time pressure (51%), and had enough flexibility in their job to meet

responsibilities at home (75%). In contrast, every fifth HR manager faced time pressure at work (21%) and was unable to maintain an appropriate work-life balance (18%) during the crisis. HR Practices during the Crisis In times of COVID-19, most organizations (66%) indicate rather moderate to loose ties between individual performance and pay raises or promotions. In most organizations (53%), less than 20% of the salary is linked to individual performance in times of crisis.

Recruitment activities have been put on hold in 37% of the organizations, while 30% indicate moderate to extensive recruitment activities. In every second organization (50%), no training or less than 1 hour of training is provided to employees per week in times of crisis. In terms of communication, 65% of the organizations indicate that they make rather extensive use of formal meeting systems (incl. online meetings) to keep employees informed during COVID-19. Similarly, there is a high level of communication between employees. More than 80% of the organizations indicate that their employees communicate across departments to solve problems. Employee Experience during the Crisis, the majority of organizations focus on the internal employee experience. Around two-thirds of the HR managers celebrate important moments in the lives of their employees (69%) and they focus on improving the journey of their employees (65%). Employees' needs and feelings remain also of importance during the COVID-19. Almost 80% of the HR managers collect insights from their employees in times of crisis, co-create projects with their employees (70%) and adapt projects to individual needs (77%). In terms of the work environment, there is a high focus on promoting the company values and culture (76%) and on coaching managers on how they interact with their employees (83%).

Top Management Support Overall, HR managers indicate high levels of top management support. Less than one-fifth (17 %) of the HR managers emphasize a lack of management support. The majority of HR managers (70%) agree that top management has stressed the importance of HRM in times of the COVID-19. However, 16% outline that top management has not actively encouraged employees to embrace HRM practices in their organization. HR Manager's Proactive Personality Overall, the survey shows that Scandinavian HR managers show high levels of proactivity. For instance, 95% of the managers outline that they always look for better ways to do things.

2.3 IMPLICATION OF THE REVIEW

In these research studies, we can learn and understand how research is done and how different processes of research are managed at the time of practical research doing condition. We can take practical training of research doing by trying to change theoretical research courses into practices.

When we practice this study we can get good knowledge about obstacle issues in research doing the process, when time, at which process, where place, and how was done this research suffer challenges and we can understand other different obstacles. In this research study, we can attain much different important knowledge about human resource management practices in various directions beginning from the introduction of human resource management, its review literature in different areas like how was HRMP in globally, at content levels(in Africa) and in Ethiopian situation. We understand the significances of HRMP to organizations and public higher education's mainly in Ethiopian public higher education institutions and its different challenges of HRMP in different areas of the world, Africa, and Ethiopian public higher educations. We can access the necessary knowledge about the impact of coronavirus on HRMP in different institutions of the world. Finally, in these studies, we can attain different research writing systems and references taking methods of our studies.

CHAPTER: THREE

Conclusion and summary

3.1 Conclusion and summary

The general purpose of this study was to examine the human resource management practices of Ethiopian public higher education mainly the eight basic HRM practices concerning performance appraisal, professional training, and development, recruitment, selection and termination, human resources system and technology, risk management, safety and health, salary administration, employee relations. The paper concludes that education remains a veritable means of human resource management and nation-building in Ethiopia. Whatever needs to be done in this sector should be done in all sincerity and with every urgency for education to fully achieve its predetermined educational objectives. In this study, we can include Conceptual and empirical literature of human resources management practice globally, at a content level in Africa, and in the Ethiopian level of public higher education.

human resource management plays a very significant role in influencing employee's behavior within organizations and public higher educations although there are many challenges these are Aligning HRM to Strategic priorities, Building knowledge-productive learning culture, Developing managerial and leadership capability, Upholding Cultural Values and Norms, Understanding of different needs and interests, Allocating sufficient financial resources and using it wisely, Developing comprehensive HR strategy, Utilizing HR assessment technology to plan HRD, Promoting positive workforce attitudes toward HRD, Accepting modern technological changes and developments, Creating a positive working environment and Sustaining the effort. In addition to this, we examine how HR managers perceive the current COVID-19 situation, how HR practices are carried out in times of a crisis, and their perception of top management support. Generally, Due to the limitations of time constraints, this study made use of both quantitative and qualitative secondary source reviews. Secondary data was collected from written materials including relevant books, internet sources, unpublished materials, annual reports, the higher public education institutions' rules, and procedures that are related to these studies.

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