



**WOLKITE UNIVERSITY**  
**COLLEGE OF SOCIAL SCIENCE AND HUMANITY**  
**DEPARTMENT OF GOVERNANCE AND DEVELOPMENT STUDIES**

**EVALUATION OF THE RELATIVE PROFESSIONAL CAPACITY OF  
CIVIL SERVANTS AT DIFFERENT LEVELS IN ABESHGE WOREDA,  
GURAGE ZONE**

**BY**

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**NOVEMBER 2023**  
**WOLKITE, ETHIOPIA**

**EVALUATION OF THE RELATIVE PROFESSIONAL CAPACITY OF  
CIVIL SERVANTS AT DIFFERENT LEVELS IN ABESHGE WOREDA,  
GURAGE ZONE**

**A THESIS SUBMITTED TO THE  
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I the undersigned declare that this research is my original work, hasnot been presented for a degree in any other university and that all sources of materials duly acknowledged.

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## **ABSTRACT**

*This study examined how the relative professional capacity of civil servant of Abeshgewereda has been established and analyzed the recruitment and selection of staff and the assignment of technical leaders. In doing so, both qualitative and quantitative research approaches were employed; where much emphasis is given for the descriptive research design. Relevant literature on professional capacities, employee experience were sufficiently reviewed. The study focuses on the wereda level relative professional merit and establishment practices of the wereda. Both primary and secondary data were collected. Primary data for the study was collected through questionnaires and key interviews. Stratified sampling technique was employed in identifying the respondents. 164 copies of the questionnaire were distributed. Data were subjected to simple descriptive statistics such as frequency and percentages. The results of the study show that there is a wide gap in the capacity building of professionals based on the job training and recruitment and selection of management. And the lack of classification based on the education and work experience of the office managers who come to be in charge is an obstacle for the employee to work with responsibility.*

**Key word:** training, capacity building, experience, professional, classification, knowledge

## **IST OF ABBREVIATIONS AND ACRONYMS**

ECA Educational Credential Assessment

HRM Human Resource Management

JEG Job evaluation And Grading

SPSS Statistical Package for Social Science

CB Capacity building

CSR: Civil Service Reform

UNCEPA United Nations Committee of Experts on Public Administration

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## CHAPTER ONE

### 1. INTRODUCTION

This chapter instigates with presenting the introductory part of the research. It focuses on background of the study, definition of operational terms, statement of the problem, research questions, objectives of the study, significance, scope, limitation and organization of the study.

#### **1.1. Background of the Study**

Employee training and development have been said to be indispensable components of strategic human resource management, as well as a means of reducing uncertainty in the market place and achieving organizational goals. The main goal of employee's development is to help the organization achieve its mission and business. while still focusing mainly on education, training and human resource development. Therefore, based on this definition, capacity building for employees in a broad sense may refer to improvements in the ability of all employees to perform appropriate tasks within the broader set of performance standards of the organization.

The pay scale makes the job offered attractive meaning it attracts and retains qualified and competent staff members. Accordingly, the success of an organization primarily depends on the morale and motivation of its employees. Among the factors that affect the motivation of employees, the pay structure is considered to be a prominent one. Paying employees less than the work they perform generates dissatisfaction which in turn leads to low morale. Armstrong (2007) noted that among the main problems in human resource functions of many organizations is their failure to carry out job grading and sound pay structure that even when it is done, it scarcely succeeds. Luis R. Gomez-Mejia, David B., and Robert L. Cardy (2001), also argued that mishandling compensation issues are likely to have a strong negative impact on employees and, ultimately, on the firm's performance. The wide variety of pay policies and practices present managers with two-pronged challenges: to design a pay scale that enables the firm to achieve its strategic objectives and is molded to the firm's unique characteristics and environment. Gomez-Mejia et al. (2001) also noted that the salary scale in an organization is established by the management of an organization often with the help of external consultants or internal experts and the direct participation of employees or their labor unions. The pay policy line can be raised in

many governments are sounded capacity building as a dynamic tool to implement the CSRs. Hence, the agenda for capacity-building programs and organizational transformation comes with CSR. The skill and knowledge gaps are the evils in the civil service to implement CSR. The Capacity building has different meanings and interpretations depending on who uses it and in what context it is used. **It is generally accepted that capacity building as a concept is closely related to education, training and human resource development.** This conventional concept has changed in recent years towards a broader and more holistic view, covering both institutional and country specific initiatives (Williamson, et al, 2003). Groot and Molen (2000) defined capacity building as *the development of knowledge, skills and attitudes in individuals and groups of people relevant in design, development, management and maintenance of institutional and operational infrastructures and processes that are locally meaningful*. This is a broader approach while still focusing mainly on education, training and human resource development. Therefore, based on this definition, capacity building for employees in a broad sense may refer to improvements in the ability of all employees to perform appropriate tasks within the broader set of performance standards of the organization. According to United Nations Committee of Experts on Public Administration (2006), ***capacity building takes place at three levels, that is, at the individual level, an institutional level and the societal level.*** Capacity building on an individual level means the development of conditions that enable individuals to build and enhance existing knowledge and skills. Additionally, it requires the conditions that will allow individuals to engage in the process of learning and adapting to change (UNCEPA, 2006). ***Institutional level capacity building*** should involve modernizing existing institutions and supporting them in forming sound policies, organizational structures, and effective methods of management and revenue control. ***The establishment of strong interactive public administration system that receives feedback from the population and makes public administrators more accountable and responsive is the goal of societal level capacity building*** (UNCEPA, 2006). Capacity building then refers to an activity that aims to increase employees' abilities, create enabling environment for appropriate policy and legal framework, human resource development, and strengthen managerial and institutional development (Franks, 1999). The civil service as an institution must provide an enabling environment and necessary resources for enhancing civil servants' knowledge and skills and allowing them to specialize and become versatile. Hence, capacity building must be continuous to ensure efficiency and to strengthen the responsibilities

given to public institutions (Government of Ireland, 2000). The crucial aspect of the capacity building according to MDG (2011) is ***to increase confidence, motivation, and commitment, provide recognition and enhanced responsibility, possibly increase pay and promotion, give a feeling of personal satisfaction and achievement, and help to improve the availability and quality of staff.*** It is universally acknowledged that capacity building is a critical component of HRM to change the mindset in the civil service, promoting team spirit and increasing the value of individual civil servants. Training of civil servants is thus an important personnel function of any government. The mandate of civil servants as explained in ECA (2003) is to manage government institutions, advice ministries and draft rules and regulations. However, most public servants lack ability to formulate, implement and monitor policies, strategies, and programs. Besides they lack adequate Job evaluation is to select a method of appraising the organization jobs according to the factors chooses the method should permit consistent placement of the organization jobs containing more of the factors higher in the job hierarchy. than those jobs lower in the hierarchy. job structure involves choosing and assigning decision makers, job category level and setting up the job hierarchy 'salary structure is a system that determines how much an employee is to be paid as a salary or wage based on one or more compensable factors such as the employs' experience level, rank or level with the organization, the length of time that the employee has stayed in organization (total service),complexity of duties and the difficulty of the specific work performed the process of determining the salary differentials for different jobs become standardized through job evaluation. This helps in bringing uniformity in to salary structure, different office equipments and other facilities to perform their duties in is a system that determines how much an employee is to be paid as a salary a professional manner the response to competitors' pay a wards or the cost of living. Thus, pay structures are combinations of external competitiveness considerations and internal equity, and depict pay rates for different jobs within an organization (ibid, PP: 318).

It is known that the government of Ethiopia has carried out many activities to successfully carry out the first and second developmental and transformation plans One of these activities is to strengthen the capacity of the civil service which is the tools of change designed to implement .This is the civil service reform program which contains programs. Therefore the purpose of determining the level of job evaluation is to establish a fair payment system and create a stable civil service by applying the principle of equal pay for equal work by evaluating civil service job

with one selected evaluation method The position classification method has been in operation for the past 48 years since 1964 and considering the complexity and nature of the number of jobs currently available in the civil service. With this regard, the study is initiate to assess the basics of pay establishment practices in Abeshgeworeda; how human capital has been compensated and to analyze whether the pay scale even serves as a motivational tool. This study therefore, encompasses the evaluations of relative profession capacity at different level in the government sectors, in order to build the capacity of professional, the activities being carried out in the woreda have been analyzed in detail, and the gap in the recruitment and selection of employees in the lower and higher positions, as well as the lack of benefit of the employees with high work experience in the new job level assessment, In addition, the absence of a job level that invites employees who have improved their educational level to master or above is mainly a gap.

## **1.2. Statement of the Problem**

The federal ministry of public service and Human Resource Development has been coordinating service improvement program in both federal and state agencies. The most recent job-related reform aims at standardizing the public service jobs through nationwide cross sect oral job evaluation and grading.

The ministry, under its power bestowed by proclamation number 916/2008, guides the preparation of job descriptions and approves the different job levels with their respective points of weight. Accordingly the service sector government agencies prepare job descriptions as different levels with their own minimum education and experience requirements and receive the approved posts after passing through the point rating process. The latest of such deeds is the job evaluation and grading (JEG) enacted in 2016 with details of employee placement procedures .the JEG reform targets to equate salary and benefits of similar positions and job grades in different institutions. Because it was discovered that different institutions have varied salary scales for similar jobs. These varied salaries and benefits augmented the public servant turn-over as employees leave one and join another for a better employment. This was believed to be blasted and unfair.

Hence, equitable salary and benefits proportional to job weight. Irrespective of institutions is planned to be put in effect in the coming Ethiopian fiscal year The pre-implementation stage of the JEG regulation took more than two years. The ministry designed an experimental procedure of implementing the reform. nevertheless, placement of workers in the new levels has

not been an easy task placement is determined by 70pc performance score, 10pc profile 10pc readiness to implement governmental policies and strategies and 10pc experience of service on higher position these measurement tools are hardly objective and subjective to biases.

In as much as Ethiopian Labor proclamation No. 377/2003 (as amended) article 53/1 defined "Wage" in Amharic —Demewozl as the regular payment to which the worker is entitled in return for the performance of the work that he or she performs under a contract of employment. However, the Ethiopian labor proclamation has left the determination of salary scale (including the minimum wage level) to the parties themselves (employer-employee) in an organization for which the main reason from the side of the government may be explained away in the light of its economic philosophy.

The student researcher agreed up on the establishment of pay scale in Ethiopia, almost in all times, is in the hands of employers and is the most determinant factor in employer-employee relationship. Different pay establishment practices may result an increase in employee pay satisfaction or vice-versa. Conspicuously, a pay scale lacking the required standards and principles including un-complying with significant internal organizational changes always have an adverse effect on employees pay satisfaction. In this regard, the level and capacities of civil servants may not evaluate the servant's performance zelalem (2017) and Tilahun (2015), focusing on the theme of compensation management using different research designs at different organizations. However, almost all previous researches focused on analyzing the perception of employees towards the pay and benefit schemes they are receiving from their respective employers, the impact of pay scale on employees 'productivity, attendance and retention. These researches of course, could not address the issues of pay establishment processes and the capacity of civil servant and the level of their job. The student of this researcher; evaluate that there is a problem of not assigning employees with relative professional capacity to the same job level, so the new grade point determination did not allow employees with equal work experience and educational level to be assigned to the same job level. In addition to this, there is a gap in the job allocation of all position in the woreda sectors demand a Bachelor degree for the highest level.

In this cause the researcher believe that there all position are set to be sate by Bachelor Degree holders and below and there are no position that require a Masters degree and PHD. This depicts that there will be an assumption that believes knowledge acquired as an undergraduate suffices

for most intricate jobs in government institutions. Another problem found by researcher is the job evaluation and grading all expert position (top levels ), demand few years of experience to reach the highest level and it does not matter to the acquisition of a certain level and it disregards involvement knowledge that can be accumulated only through job experience and it devalues long years of experience .Another problem there are workers with high skill levels and post secondary education who are working in relatively low skilled and low wage job may be considered underemployed

### **1.3 Objectives of the Study**

#### **1.3.1 General objective**

The general objective of the study is to evaluate the relative professional capacity at different levels in Abeshge worda Guragey zone

#### **1.3.2 Specific objectives**

- 1 To assess the need of training for employees capacity.
- 2 To evaluate the relative importance of work experience of employees at different positions
- 3 To evaluate how technical leaders are determined

### **1.4 Research question**

- 1) What are the criteria for employees' job allocation?
- 2) What is the importance of work experience of employees at different positions?
- 3) How technical leaders are determined to bring to the position?

### **1.5 Significant of the study**

he study has two major areas of significance namely; professional capacity building and professional awareness. (i)According to Significance of professional capacity building It is envisaged that this study will contribute to know the relationship between training, capacity and performance and expand the frontiers of knowledge in the field of study; enrich the literature. It will also launch a new area for future debate in the management of compensation and motivation at Abshege worda and beyond. Significance of professional awareness: most government employees do not have a professional awareness of how to build their capacity and deal with transience based on guidelines. So this study will contribute to solve this gap. .

## 1.6 Definition of Key Terms

**Capacity:** Milèn(2001:4) argues that a fundamental issue in capacity building is how we define capacity, and conceptualizes the term as the “ability of individuals, organizations or systems to perform appropriate functions effectively, efficiently and sustainably”. The concept of capacity is defined by Morgan (2006:8) as the “emergent combination of attributes that enables a human system to create developmental value”. Goodman (1996), in Brown, 2001:3) describes capacity as “the ability to carry out stated objectives”. Accordingly, “capacity building has been commonly understood as a basic human resource issue: a matter of building institutional person-power to the point where there is an adequate skills base to fulfill the tasks of an organization” (CHET, 2002:1).

**Civil service:** Hornsby (2005:328) describes the term civil service as referring to branches of state administration, excluding military and judicial branches and elected politicians,

**Job Evaluation** is a systematic process of defining the relative worth or size of jobs within an organization to establish internal relativities (Armstrong, 2007).

**Job Grading;** arranging jobs on their hierarchical sequence (Armstrong, 2005)

**Pay Equity** - The perceived fairness of what a person does (inputs) and what the person receives (outcomes) (Armstrong, 2010).

**Pay Policy and Strategy** the organization thinks ahead to set a strategic course of action or decision that aligns with the reward practices (Tyson, 2006 ) that aligns with the reward practices (Tyson, 200

**Pay Structures** - are defined by the number of grades they contain (Armstrong, 2007).

**Salary/Pay scale** - a coherent entity of figures (monetary amounts of wages/salaries) that settles the individual pay (Poels, 1997).

## 1.7. Scope of the Study

The capacity of professionals can be built in different ways on-the-job training, long-term training exchanging of experience and other activities to the civil servants to improve their knowledge, skills and attitude. this study focuses only on the relative professional capacity of employees. Importance of work experience and identification of technical leaders practices of Abeshge woreda. Although it is known that there are other ideas for strengthen this study, the researcher of this study focused on the ideas presented above. Since the problems that are being

seen in many institutions are mostly related to the gaps seen in the new job evaluation and grading on the selection and placement of employees, the capacity, educational preparation, all these are the problem have been seen in the study. Due to manageability issues of the theme and time constraint, the researcher is though leaning to assess only the most vulnerable areas. The researcher thought that this theme can also be studied through research designs like causal or correlation, however, the research design adopted for this case study is descriptive.

The sectors offices that have a different procedure from other government institutions in their work are not included in this study like revenue, education office, health office, police office, court, prosecutor's office, agricultural office are not included in the study. Again, due to trend assessment nature of the research, only permanent and senior staffs (who have been serving Five years and more in the werda) were contacted in questionnaire administration. Finally, the Government offices human resources recruitment no 23/2011, government employees recruitment and selection guideline 20/2011, government employees complaint submission and implementation guideline no 21/2011 documents scrutinized in this research.

### **1.8. Limitations of the Study**

Employees are reluctant to articulate gaps in staffing and capacity building in their institution. Usually lenient to openly discuss and this attitude led the researcher for biased conclusion. Moreover, less accessibility of up to date literatures and research findings may be the constraint during the study. An additional limitation to this research is that the institution's human resource administrations refused to respond for frequent meeting and other urgent tasks of Abesegeworeda , During this study, as a result, few information about the relative profession capacity are not easily accessed. Furthermore, among The survey covered only the employees of the selected organization .besides time and budget limitation, the researcher concurrent with many reluctant respondents and due to current problems, most of the heads of institutions cannot answer the questionnaire properly at the time, hence, 8 questioners were not return the papers.

### **1.9 Organization of the study**

The study is organized into five chapters. The first chapter contains introductory part: background of the study, definition of operational terms, statement of the problem, research

questions, objectives of the study, significance of the study, scope and limitation of the study. The second chapter contains review of literatures regarding relative professional capacity. The third chapter focuses on the presentation of research design and approach, population, sample and sampling techniques, method of data collection, procedures of data collection, sources of data, data analysis techniques and ethical considerations. The fourth chapter deals with analyses of data obtained through questionnaire, documents analysis and interviews with pertinent stakeholders. Finally, summary of major findings, conclusions and recommendations are presented in the fifth chapter.

## **CHAPTER TWO**

### **RIVIEW OF RELATED LITERATURE**

In any research undertakings it is important to review what has been done on the thematic area of the study and sets the platform on which the current research is based. Literature review enables the researcher to critically summarize the current knowledge in the area under investigation, identifying any strengths and weaknesses in previous work, so helping to eliminate the potential weaknesses, whilst bringing to the fore the potential strengths. Hence, in this chapter the salient nature of job level and civil servant capacity fundamentals of pay scale is covered.

#### **2.1 Theoretical Literature**

##### **2.1.1. The Notion of Job Grade and Pay Structures**

Grade and pay structures provide a framework within which an organization's base pay management policies are implemented. Base pay management can involve the design and operation of formal grade and pay structures that define where jobs should be placed in a hierarchy, what people should be paid for them and the scope for pay progression. Base pay management enables pay practices to be monitored and controlled, facilitates the management of relativities, and helps to communicate the pay and sometimes the career opportunities available to employees. According to Armstrong (2007), pay structures are defined by the number of grades they contain and, especially in narrow or broad-graded structures, the span or width of the pay ranges attached to each grade. They define the different levels of pay for jobs or groups of jobs by reference to their relative internal value as determined by job evaluation, to external relativities as established by market rate surveys, and sometimes to negotiated rates for jobs. They provide scope for pay progression in accordance with performance, competence, contribution or service. Determination of an equitable salary structure is one of the most important phases of employer-employee relations. For good industrial relations, each employee should; receive sufficient salaries to sustain himself and his dependents; and feel satisfied with a relationship between his wages and wages of other people performing the same type of work in some other organization. The primary objective of salary administration program is that each

employee should be equitably compensated for the services rendered by him to the enterprise on the basis of; the nature of the job, the present worth of that type of job and the effectiveness with which the individual performs the job. Usually, the steps involved in determining wage rates are: performing job analysis and evaluation, wage surveys, analysis of relevant organizational problems, forming wage structure, framing rules of wage administration, explaining these to employees, assigning grades and price to each job and paying the guaranteed wage all commensurate with pay policy and strategy of the organization.

### **2.1.2. Fundamental Theory of Job Evaluation and Grading**

Once a right candidate is placed on a right job, the person needs to be duly compensated for the job he/she performs. In the pursuit of payment equity, there should be established a consistent and systematic relationship among base compensation rates for all the jobs within the organizations. The process of such establishment is termed as job evaluation. Different jobs in an organization need to be valued to ascertain their relative worth so that jobs are compensated accordingly and an equitable salary structure is designed in the organization. This is necessary for sustaining cordial relations within and between employees and the organization ( **Holmes, R. (1981).**

At the end of the 20th and the start of the 21st centuries, the pressures for fiscal consolidation are growing with the widespread recognition that it would be undesirable to push borrowing and taxation further. At the same time, OECD projections suggest that the fiscal stresses associated with ageing populations are steadily building up. Without changes in work and retirement patterns, the ratio of older economically inactive persons to active workers will increase from 1:3 in the OECD area in 2000 to just over 2:3 in 2050 (and to almost 1:1 in Europe).

Ageing is also leading to a significant loss of capacity across most OECD public services, with a significant wave of retirements looming (OECD: 2007). This will remove many of the most experienced staff from their positions. It will be impractical simply to recruit to replace these staff as the private sector will be facing its own capacity challenges, with the consequent risk that public sector hiring will force up wage rates for skilled staff. Consequently, labour productivity is also a priority for the public sector.

Thus the economic context dictates a growing emphasis on efficiency, and the ageing of the public sector workforce is requiring a focus on labour productivity. The development of performance-based arrangements has provided an opportunity to set targets and create incentives

that focus on these concerns. Structural reforms present fewer obstacles in some OECD member countries

Structural and institutional settings in OECD member countries have to a large extent influenced the capabilities of Governments to reform. Many OECD member countries have structures which are flexible to adapt, and have therefore had greater potential to push through performance-related reforms. Some governments have had a particular ability to require reform from their ministries and agencies, and by the distinctively flexible institutional arrangements in some countries (Manning and Parison: 2003).

On the first point, institutional arrangements have provided governments with some powerful points of entry to enable comprehensive reform programs. Governments with control over a single strong central agency have often been able to drive through major changes. Single-party majority governments are particularly well positioned to drive through complex reform programs that would create tensions within coalition governments. Indeed, centralisation provides considerable malleability. Governments in states that have divided authority constitutionally between levels of government are less able to drive through comprehensive and uniform reform programs.

On the second point, the basic institutions and structural settings of the public sector can be more or less malleable. As one example, a strong political lead in the United Kingdom was able to produce radical changes in the pattern of public sector employment and reporting arrangements within the public sector, with remarkably few legislative obstacles. That same malleability also facilitated the abolition of an entire tier of government in London and other major metropolitan areas in England – and a subsequent introduction of a variation on that tier of government – in a manner that would have been inconceivable in other European setting. Practitioners consulted for this report note that senior civil servants are particularly implicated in the development of performance-based arrangements for two reasons. First, they are responsible for designing and improving the system itself. Second, their own performance in managing their departments/ministries or agencies, and in achieving the service delivery results or productivity/efficiency improvements, is increasingly a focus for attention.

The key question put to practitioners in developing this report was what sort of performance-based arrangements for senior civil servants are most useful in ensuring that these staff meet performance standards, and that they use the potential of performance-based arrangements to

improve the contribution of their agencies and departments/ministries to meeting wider (government) standards. **Holmes, R. (1981).**

The responses on how to enable performance for senior civil servants and working to increase overall performance fell broadly under three headings: appointment and promotion arrangements; retention of competent staff; and managerial approaches entailing the use of specific targets with linkages to wider performance regimes in the public sector.

"We considered whether, in the light of the evidence of professional demoralization, perverse consequences, unfair pressure and alleged cheating, the culture of measurement should be swept away. Should there be a cull of targets and tables to allow the front line to work unhindered by central direction? This is a superficially attractive prospect, but an unrealistic and undesirable one. The increases in accountability and transparency brought about by the last twenty years of performance measurement have been valuable. Information is now available that cannot and must not be suppressed. Open government demands that people have the right to know how well their services are being delivered, and professionals and managers need to be held to account. The aim must be to build on these developments, while reducing any negative effects." (UK Public Administration Select Committee: 2003, paras. 97-8) However, most significantly, where there is greater political involvement in staffing decisions, this coincides with greater external oversight of the recruitment process (e.g. senate confirmation hearings in the United States) and stronger restrictions on the ability of civil servants to act in party political ways following appointment. Indeed, as Table 4 indicates, several countries in the OECD place restrictions on the extent to which civil servants can be politically active. Likewise, there are countries which restrict politicians' abilities to become involved in day to day administrative issues. . Practitioners emphasized that the results of performance measurement should be included in promotion decisions and in professional recognition of results. Senior civil servants are likely to be as motivated by these as they are financial rewards. They noted that the incentives to game to achieve reputational rewards are somewhat lower than the incentives to game in relation to financial rewards. This is for the simple reason that if the reward is reputation, a reputation for gaming amongst professional peers undermines inversely, it is also important to note that the introduction of performance-based arrangements has not led to a change in dismissal practices. While some OECD member countries have introduced limited term, position specific contracts or agreements (e.g. Belgium, the Netherlands), overall the number of short-term employment

contracts has not increased drastically. Senior civil servants at the highest levels in Belgium, for example, sign a six-year mandate linked to a specific position, but are often career civil servants with the corresponding civil service status. Figure 2 illustrates the number of short-term employment contracts and life-long or open-ended employment contracts in a range of OECD member countries

As mentioned in several literatures, job evaluation is the main mechanism available to ensure compliance with the principle of equal pay for work of equal value. Minimization of the gap between the highest and the lowest wage, payment of equal wages to all the employees doing the same job irrespective of their job performance, reduction in wage/salary inequities. But a number of questions arise regarding the wage and salary administrations ethical issues like - is it fair to give equal payment to employees one who does the least and other who makes the highest contribution to the job? How much equitable the pay is internally as well as externally? How much equitable the pay is among male and female employees? Equity: - The perceived fairness of what a person does (inputs) and what the person receives (outcomes) is called equity (Armstrong, 2010). Individuals judge equity in compensation by comparing their input (effort and performance) against the effort and performance of others and against the outcomes (the rewards received). These comparisons are personal and are based on individual perceptions. A study by Salary.com<sup>3</sup> found that almost 60% of the workers surveyed believed that they were underpaid. But according to reviews of compensation databases, less than 20% were actually underpaid. These findings illustrate how the perceptions of individuals are critical in how equity is viewed. With this regard, the Constitution of Federal Democratic Republic of Ethiopia, article 42/1(d) vows Equal pay policy as —Women workers have the right to equal pay for equal work and —discriminate against female workers, in matters of remuneration, on the ground of their sex is considered to be unlawful activity in labor proclamation Art. 14/1/ (b). According to Armstrong, the issue of pay equity in an organization is concerned with both internal and external equities: a) Internal Equity in Compensation: Internal equity means that employees receive compensation in relation to the knowledge, skills, and abilities (KSAs) they use in their jobs, as well as their responsibilities and accomplishments. Two key issues—procedural justice and distributive justice—relate to internal equity. Procedural justice: is the perceived fairness of the process and procedures used to make decisions about employees, including their pay. As it applies to compensation, the entire process of determining base pay for jobs, allocating pay

increases, and measuring performance must be perceived as fair. A related issue that must be considered is distributive justice, which is the perceived fairness in the distribution of outcomes. As one example, if a hardworking employee whose performance is outstanding receives the same across-the-board raise as an employee with attendance problems and mediocre performance, then inequity may be perceived. Likewise, if two employees have similar performance records but one receives a significantly greater pay raise, the other may perceive an inequity due to supervisory favoritism or other factors not related to the job. To address concerns about both types of justice, some organizations establish compensation appeals procedures. Typically, employees are encouraged to contact the HR department after discussing their concerns with their immediate supervisors and managers. b) External Pay Equity: If an employer does not provide pay that employees view as equitable compared to other employees performing similar jobs in other organizations, that employer is likely to experience higher turnover. Another drawback is greater difficulty in recruiting qualified and high-demand individuals. By not being competitive, the employer is more likely to attract and retain individuals with less knowledge and fewer skills and abilities, resulting in lower overall organizational performance. Organizations track external equity by using pay surveys, and by looking at the compensation policies of competing employers.

## **2.2 The relationship between employees and leadership**

Employee Performance and a Laissez-faire Leadership Style: According to popular belief, a leader's capacity to lead is dependent on different situational conditions; yet, this leadership style is backed up by a great deal of experience. (In a laissez-faire manner) House in the North (2011). This leadership style has been discussed with a number of authors and has been put to the test to see whether it can attain dependability and validity. The belief in good leadership manifested itself in the ability to administrate employees with a certain degree of freedom. In terms of leadership, the corporate standing has led to increased correspondence and accountability for service delivery. In order to prepare for and build up the capacity in such a development, the Ministry of Education in Afghanistan must grow steadily and in size. However, while more flexibility and autonomy were granted in this regard, the potential of this leadership style to adapt to the scale and adoption of this leadership style was not reported. The operational planning, on the other hand, is offered and applicable in a laissez- faire way. The purpose of this

research is to learn more about how employee performance influences the laissez-faire attitude. Positive and effective management, on the other hand, have connections in this regard. According to Kerns (2014), discussion of the relationship between this leadership style and the carrying of the path and the gap between employee and employer, the laissez-faire style is generating a favorable environment for both the employee and the employee. To establish a favorable relationship that is psychologically beneficial, and the findings of this study have been confirmed by literature. There is a correlation between organizational well-being and individual performances, according to Quick and Macik-Frey (2017), in the outlining of this article. With an open and leadership approach, he promoted quality connections with others, cohesiveness, and a common objective. Employee Involvement and Leadership Styles: Leaders are the individuals in a company who create the tone and culture. According to Northouse (2004), leadership is defined as one individual's influence over another group of individuals in order to attain a common purpose. An effective leader, on the other hand, can persuade his or her people to work toward the organization's objectives. There is a clear distinction between leaders and managers. Managers create consistency and orders, whereas a leader motivates his or her staff to change. In order to develop a relationship between followers and their leaders, the leader must show admiration for the followers' personal values, such that they are willing to offer their energy and talent to achieve common goals (Bass, 1985). Transactional leaders, on the other hand, utilize punishment and reward to elicit conformity from their followers (Burns, 1978). Such leaders are purposefully results-oriented and action-oriented. The transactional leaders are characterized by three characteristics: management by exception, laissez-faire, and contingent remuneration (Bass, 1985). Leaders reward their subordinates by using a contingent method of awarding them based on the notion that they do their jobs effectively and try hard enough. As a result, if leaders do not believe that their subordinates are working effectively, or that they are not working hard enough, they will not be rewarded. Finally, when it comes to the characteristics of the laissez-faire leader, where leaders get involved where there is a problem (North use, 2004). Under transactional leadership, team members have limited power to increase their job satisfaction

### **2.3 Employees Capacity Building**

Capacity building has different meanings and interpretations depending on who uses it and in what context it is used. It is generally accepted that capacity building as a concept is closely

related to education, training and human resource development. This conventional concept has changed in recent years towards a broader and more holistic view, covering both institutional and country specific initiatives (Williamson, et al, 2003). Groot and Molen (2000) defined capacity building as the development of knowledge, skills and attitudes in individuals and groups of people relevant in design, development, management and maintenance of institutional and operational infrastructures and processes that are locally meaningful. This is a broader approach Emmanuel Erastus Yamoah; Philip Maiyo (2013). Canadian Social Science, 9 (3), 42-45 while still focusing mainly on education, training and human resource development. Therefore, based on this definition, capacity building for employees in a broad sense may refer to improvements in the ability of all employees to perform appropriate tasks within the broader set of performance standards of the organization. According to United Nations Committee of Experts on Public Administration (2006), capacity building takes place at three levels, that is, at the individual level, an institutional level and the societal level. Capacity building on an individual level means the development of conditions that enable individuals to build and enhance existing knowledge and skills. Additionally, it requires the conditions that will allow individuals to engage in the process of learning and adapting to change (UNCEPA, 2006). Institutional level capacity building should involve modernizing existing institutions and supporting them in forming sound policies, organizational structures, and effective methods of management and revenue control. The establishment of strong interactive public administration system that receives feedback from the population and makes public administrators more accountable and responsive is the goal of societal level capacity building (UNCEPA, 2006).

#### 2.4 Employee Training and Development

An organisation is only as effective as the people working in it. It is a fact that the provision of efficient services by any organization depends on the quality of its workforce. Training and development of personnel according to Bratton and Gold (2003) comprises the procedure and processes that purposely seek to provide learning activities to enhance skills, knowledge and capabilities of people, teams, and organizations so that there is no change in action to achieve the desired outcomes. It is literally impossible today for any individual to take on a job or enter a profession and remain in it for years with his skills basically unchanged. Employee training and development is not only desirable but it is an activity which management must commit human and fiscal resources if it is to maintain a skilled and knowledgeable personnel. Personnel training

and development is a process of altering employee's behaviour to further organizational goals.. Cole (1993) defines training as any learning activity which is directed towards the acquisition of specific knowledge and skills for the purposes of an occupation or task. The focus of training is the job or task. Development on the other hand he said is any learning activity which is directed towards future needs rather than present needs and which is concerned more with career growth and immediate performance. The focus of development tends to be primarily on an organization's future manpower requirements, and secondly, on the growth needs of individuals in the workplace. Development is the acquisition of knowledge and skills that may be used in the present or future. This is more long term focused. It is a comprehensive term used to describe all the different ways in which people can be encouraged to increase, update and adopt their knowledge, skills, personal abilities and competencies. He said, development has a wider focus, long time frame and broader scope. According to Cole (2002), the training policy of an organization may include a range of policies dealing with human resources. The policy statement sets out what the organization is prepared to do in terms of developing its employees and it must support the organizational mission, goals and strategies. The policy statement must be defined in clear terms and must also be available to all for references. Some organizations have a tradition of growing their own managers and specialist by providing a substantial internal training to sustain all their needs (Noe, 1999). Other organizations contract their training to external providers such as colleges, universities, consultants and private training organizations. There are, however, other organizations that adopt a midway position, providing induction training and job training internally but contracting out management and supervisor training. Employee Performance Cascio (1992) refers to performance as an employee's accomplishment of assigned tasks. He posited further that pre-determined standards are set against which actual performances are measured and that without any rule of measurement it will be difficult to assess performance. In other words before claims can be made that people are under-performing then there must be some performance expectations. The objective of employee performance analysis exercise is to review employee performance against standards set and identify strengths and weaknesses of individuals both in terms of personal characteristics and delivering skills (Goss, 1994). It is then a question to undertake individual assessments and follow this with a development plan so as to achieve higher productivity and a results yielding team. It is widely assumed that the improvement in the

skills and abilities of workers results in improved employee performance. While there are few careful studies examining the important connection between employee development programs and improved performance, a small group of studies do indicate that employee development programs can have positive effect on performance. Joyce and Glynn (1989) found that a particular employee development approach, given time and support for full implementation, had direct, dramatic effect on performance. Further studies of this type are needed to support what is generally believed to be true. Employee development can and does have impact on staff performance. There is virtually no question that effective development programs do change the

## **2.5 Employee Performance**

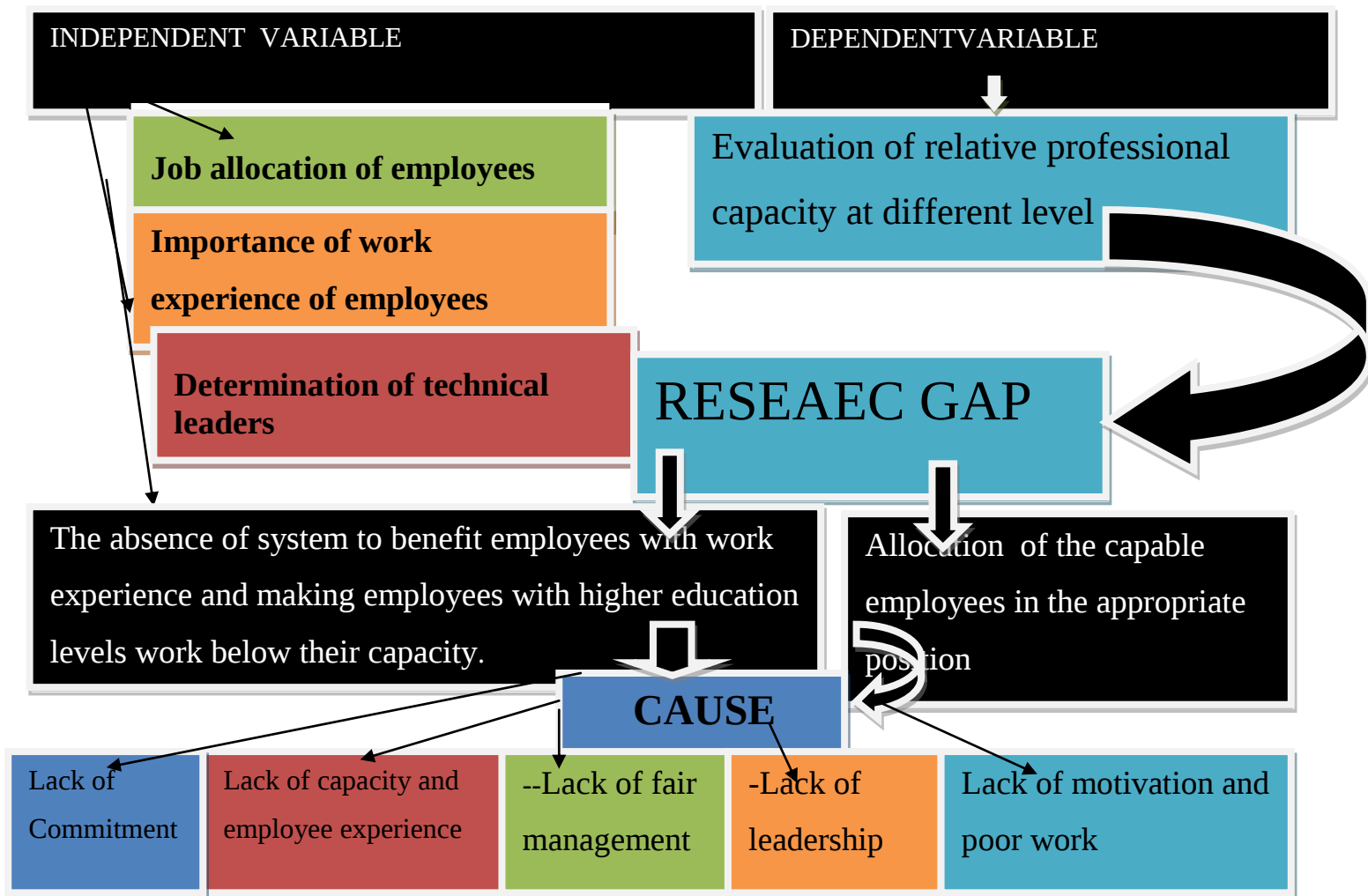
Cascio (1992) refers to performance as an employee's accomplishment of assigned tasks. He posited further that pre-determined standards are set against which actual performances are measured and that without any rule of measurement it will be difficult to assess performance. In other words before claims can be made that people are under-performing then there must be some performance expectations. The objective of employee performance analysis exercise is to review employee performance against standards set and identify strengths and weaknesses of individuals both in terms of personal characteristics and delivering skills (Goss, 1994). It is then a question to undertake individual assessments and follow this with a development plan so as to achieve higher productivity and a results yielding team. It is widely assumed that the improvement in the skills and abilities of workers results in improved employee performance. While there are few careful studies examining the important connection between employee development programs and improved performance, a small group of studies do indicate that employee development programs can have positive effect on performance. Joyce and Glynn (1989) found that a particular employee development approach, given time and support for full implementation, had direct, dramatic effect on performance. Further studies of this type are needed to support what is generally believed to be true. Employee development can and does have impact on staff performance. There is virtually no question that effective development programs do change the performance of employees. Whether training program, individual inquiry or any other model outlined earlier, employee development continues to be a critical element that contributes to worker effectiveness and overall performance improvement. In reaction to poor performance issues, companies will sometimes offer their employees top-notch training that has little or no effect on the participants' job performance. Management may blame

the ineffectiveness of the training on the training program or the trainer, when in fact the training effort was not the correct resolution to the problem in the first place. If training is definitely not

## 2.6 .Conceptual Framework of the Study

This Study Has Tried to identify the influence of independent variables on the dependent variable. The conceptualizations are followed by review of related literature.

Figure 1 Conceptual framework. Source Developed by Researcher



## CHAPTER THREE

### METHODOLOGY OF THE STUDY

#### 3.1 THE STUDY AREA

Abeshge is one of the woredas in the Southern Nations, Nationalities, and Peoples' Region of Ethiopia. Part of the Gurage Zone, Abeshge is bordered on the south by the Wabe River which separates it from Cheha, on the west and north by the Oromia Region, and on the east by Kebena. It was part of former Goroworeda. Based on the 2007 Census conducted by the CSA, this woreda has a total population of 61,424, of whom 32,450 are men and 28,974 women. The majority of the inhabitants practiced Ethiopian Orthodox Christianity, with 50.8% of the population reporting that belief, while 31.96% were Muslim, 15.82% was Protestants, and 1.28% was Catholic.

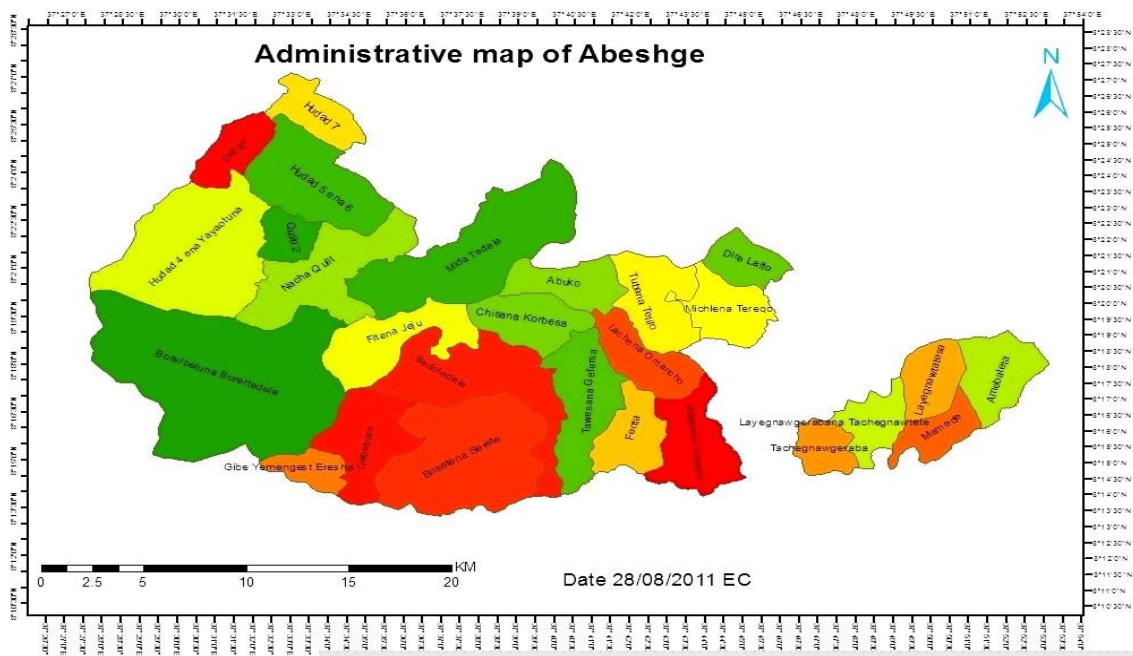


Figure 2 Abeshgeworeda map

### **3.2. Research Design and Approaches**

In doing so, the research design adopted for this case study is descriptive. Descriptive research includes surveys and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present (Kothari, 2004). Descriptive research design is therefore, selected due to its ability to properly document and describes the existing facts of the subject study. How the wereda human capital has been compensated and where pay scale is determined (organizational authority) and how employees build their capacity manifested on the study. Moreover, the research design enables the researcher to address objectives of the study through this survey type of research.

The research also pursued both qualitative and quantitative research approaches where much emphasis is given for the latter because of the research involvement in measurement of quantities where the responses of employees obtained through questionnaire was analyzed and interpreted quantitatively. Hence, the data secured through questionnaire are summated, tabulated and converted to percentage for interpretation purpose. Interview responds and documents also described qualitatively.

### **3.3. Sources of Data**

The nature of the research was an evaluation of relative professionals capacity of Abeshgewereda based on both primary and secondary sources of data. Indeed, the primary source of data for this study was information generated through questionnaire administration from senior staff members (who have been serving for five years and more in the wereda) and

### **Sample Size**

The sample size for this study is therefore, drawn from the study population of 250 senior staff using Yamane's formula of, Where  $N$ =total population,  $n$ =sample size, and  $E$ =error margin which set at 5% therefore, by considering non –responding rate and unfilled or invalid questionnaires extra questionnaires distributed and the over sampling rat was therefore; the analysis and interpretation of study was based on qualitative and quantitative data collection. The collected data was from the 154 employee of the selected worda government institutions the data collected through survey questionnaires of 154 questioners distributed and 146 questioners were collected the randomly ,72 senior staff members ,72 lower level civil servants and 10 officials of the institution employees. In addition of this conducting the survey through the

questionnaires, the researcher tried to observed secondary data the selection and level of employee's data.

### **.3.4 Research Population sampling technique**

Abeshege woreda apart from teachers, health professionals and agricultural experts has 530 permanent and 15 contract based employees. The target populations for this study is 250 permanent and senior staff members in the woreda who had been serving six years and above

### **3.5 Sampling Techniques**

To analyze the relative professional capacity at deferent level , only senior permanent staff members, who had been serving 6 years and above in the woreda was contact, because of the fact that they are aware of the difference in the relative professional those who have equal ability and work experience in the woreda . Primary data was generated from three groups of employees through the survey method. Indeed, the three categories of respondents: purposely selected management members (ten in number) was contacted. The remaining senior staff members were taken as stratified units so as to ensure considerable representation.

### **3.6 Data Collection Tools**

The research is carried out with primary and secondary sources of data that enable the researcher to meet the objective of the study outlined at the beginning. The primary data were collected through distribution of a questionnaire and conducting interviews with key informants at the managerial positions. A questionnaire and interview guides were developed by the researcher (Annexes A - C) in such a way that enables to capture the opinions, suggestions and perceptions of employees regarding the evaluation of relative professional capacity at deferent level at Abeshege wored and distributed to the selected senior staff members as well as interview the HR professionals. The questionnaires were structured type and responses to the questions were measured on a five Liker rating scale where strongly Agree (1); Agree (2); Neutral (3) (i.e. neither agree nor disagree), Disagree (4); and strongly Disagree (5); including the option for expression of perception and opinion of the respondents on the questionnaire. The questionnaire was written in English since all samples were conversant with the language.

### **3.7 Data Collection Procedures**

The survey was therefore, administrated in three ways:

- (1) The interview group of respondents (officials and HR professionals), and
- (2) Senior staff members who have better level of understanding on the theme, in which the survey was self administered both in questionnaire distribution and collection as well the interview.
- (3) Documents Analysis the data were collected from employees of Abeshegeworeda civil servants. Respondents were assured of the confidentiality of their responses. Indeed, the survey data were collected and analyzed directly by the researcher, so that no one else accessed the opinions, suggestions and perceptions of respondents..

### **3.8 Data analysis**

After the data collected through primary and secondary data collection method then, the data analyzed by using descriptive statistics and as frequency and percentage. The relative professional capacity of employees evaluated using descriptive statistics. Assuming that higher level positions are held by higher level professional capacity, the study analyses the presence of lower level capacities at higher level positions. The intensity of the distance from higher level positioned and lower level ones was evaluated using mode, range and average number of such positions. This was evaluated across cases of institutions. The explanations also assessed using qualitative techniques.. Importance of work experience was evaluated comparatively among the higher level and lower level positions. Similar techniques of analysis employed to analyze the recognition nature of work experience. Identification of technical leaders made using qualitative technique. Moreover, descriptive statistics have been used to describe the nature of capacities of technical leaders. Presence in intensity of incidences of technical leaders, against the merit based criteria will be evaluated

### **3.9 Data Analysis Techniques**

Both qualitative and quantitative components of data were generated in this study. In view of this, the analysis is both qualitative and quantitative in nature where much emphasis is given for the latter. Findings generated through documents analysis were subjected to content analysis. On

the other hand, the quantitative components of data generated were analyzed at univariate level using **SPSS 21**. At this level, data were analyzed using like frequency and average.

### **3.8. Ethical Consideration**

This research work strictly adheres to ethical principles with respect to the data used in the study. All ideas and concepts taken from different scholars are duly acknowledged. Primary data collected from pertinent business unit heads, professionals and other staff up on their own consent is used only for this research purpose, kept confidential and not transferred to any third party at any circumstance.

## CHAPTER FOUR

### RESULT AND DISUSSION

#### 4.1. Demographic Characteristics of Respondents

According to Mathis and Jackson (2006), demographic shifts are affecting HR operation that organizations need to adapt to the changing trend with respect to demographic issues like age, gender, education level, etc. Thus, the basic demographic characteristics of respondents were analyzed through descriptive statistics application with the help of SPSS software and presented using appropriate charts and graphs.

##### 4.1.1 Profile of the Clients

table .1 Demographic summary of respondents Gender

|       |        | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------|-----------|---------|---------------|--------------------|
| Valid | Female | 59        | 40.4    | 40.4          | 40.4               |
|       | Male   | 87        | 59.6    | 59.6          | 100.0              |
|       | Total  | 146       | 100     | 100.0         |                    |
|       |        |           |         |               |                    |

For the purpose of data triangulation, a detailed questionnaire were designed and distributed to clients of the Abeshegeworeda civil servant. As indicated in Table 4.1, out of 146 respondents, 59.6 percent are males and the remaining 40.4 percent are females. With regard to the sample most respondents were male. Regarding the age distribution, from the total 146 respondents 7.6 percent are in age group of between 18-30 years, 27 percent are between 31-40 years, 66 percent are between 41-60 years of age 22percent are above the age of 51. With regard to the sample most respondents were between 41-60 years of age.

**Table 4.1.2 Clients by age group**

|       |                  | Frequency | Percent | Cumulative Percent |
|-------|------------------|-----------|---------|--------------------|
| Valid | from 18-30yerars | 12        | 8.2     | 8.2                |
|       | from 31-40years  | 43        | 29.5    | 37.7               |
|       | from 41-50years  | 66        | 45.2    | 82.9               |
|       | above 50 yerars  | 22        | 15.1    | 97.9               |
|       | 5.0              | 3         | 2.1     | 100.0              |
|       | Total            | 146       | 100.0   |                    |

Pertaining to their level of education 5.5 percent are grade 10 complete and 9.6 percent 10+2 complete respectively. Whereas 18.6, 45.2 and 17.8 and 3.4 percent of the respondents have got diploma, degree, vocational and technical certificates, and degree respectively and the remaining 3.4 percent of respondents have got Masters Degree and above. From this we can understand that majority of the respondents have first degree

**Table 4.1.3 Level of Education**

|                          | Frequency | Percent | Cumulative Percent |
|--------------------------|-----------|---------|--------------------|
| <b>Valid</b> grade 10    | 8         | 5.5     | 5.5                |
| 10+2                     | 14        | 9.6     | 15.1               |
| diploma                  | 27        | 18.5    | 33.6               |
| degree                   | 66        | 45.2    | 78.8               |
| vocational and technical | 26        | 17.8    | 96.6               |
| educated                 | 5         | 3.4     | 100.0              |
| Masters degree and above |           |         |                    |
| Total                    | 146       | 100.0   |                    |

**Table.4.1.4 Working Experience**

|            |                    | Frequency | Percent | Cumulative Percent |
|------------|--------------------|-----------|---------|--------------------|
| <b>Va</b>  | 3-5 years          | 4         | 2.7     | 2.7                |
| <b>lid</b> | 6-8 years          | 15        | 10.3    | 13.0               |
|            | 9-11 years         | 28        | 19.2    | 32.2               |
|            | 12-20 years        | 44        | 30.1    | 62.3               |
|            | 21 years and above | 55        | 37.7    | 100.0              |
|            | Total              | 146       | 100.0   |                    |

Regarding work experience distribution, from the total 146 respondents 2.7percent are between3-5 year category 10.3 percent are between 6--8 years of work experience category 19,2,30.1 and 37.7 respondents are between 9—11,12—20 and 21 years above of work experience. From these respondents .This indicates that employees with high work experience are believed to give the correct answer to this questioners..

**Table 4.1.5 marital status**

|       |         | Frequency | Percent | Cumulative Percent |
|-------|---------|-----------|---------|--------------------|
| Valid | married | 123       | 84.2    | 84.2               |
|       | single  | 23        | 15.8    | 100.0              |
|       | Total   | 146       | 100.0   |                    |

Regarding theMarital status distribution, from the total 146 respondents 84.2 percent are married and 15.8 percent are unmarried or *single*

**Table4.1.6.Abshegaworedacivel servant by educational level**

| No | Employees educational level | Male | Female | Total |
|----|-----------------------------|------|--------|-------|
| 1  | 1—4                         | 7    | 13     | 20    |
| 2  | 5—8                         | 17   | 20     | 37    |
| 3  | 9—12                        | 17   | 25     | 42    |
| 4  | 10+1                        | 4    | 10     | 14    |
| 5  | 10+2                        | 46   | 15     | 61    |
| 6  | Level 1                     | 1    | 1      | 2     |
| 7  | Level 2                     | -    | 14     | 14    |
| 8  | Level 3                     | 2    | -      | 2     |
| 9  | Level 4                     | 44   | 77     | 121   |
| 10 | 10+3                        | 237  | 289    | 526   |
| 11 | degree                      | 507  | 230    | 737   |
| 12 | master                      | 14   | 5      | 19    |
|    | total                       | 896  | 699    | 1595  |

The table presents above shows that the general government employees of the Abeshgeworeda.

#### **4.3.2professionals capacity of civil servants at different levels**

Professionals are defined in different ways professional as a public servant is a person employed in the public sectors by a government department or agency fur public sectors undertakings civil servants works for the government not for the parts and professional capacity mean a person with key skill, knowledge, experience and involvement in financial service or products and working for the said services. In this study, they represent the government civil servants who are assigned to work in the woreda. Professional capacity in this context, it is possible to see the importance of the capacity building training being provided by the institution in terms of improving the performance of the employees regarding the knowledge, skill, and attitudes of the employees.

According to the human resource recruitment and selection criteria No.23/2011 ,the government offices have divided employees in to four categories' and self performance guidelines, which divided them in to professional one professional two, professional three, and professional four. Professional one include a common service position with different job characteristic, and these

include security, record and file, letter sender and receiver, document holder, property registration and control, ware house, sanitation, information desk works and other positions with similar job characteristics. The maximum requirement for these positions is 10+2 and above, except for security and sanitation workers. According to the observation of second data there are 17 workers who have not met the education requirements of the workers assigned to these positions.

Workers who are classified as professional two require a university degree, but most of the people assigned to this category have an education level of 10+2-10+4, they do not meet the line, for example 24 or 92 percent of the 26 workers assigned to the public service office in Abeshgeworeda do not meet the required education level

Most of the employees assigned to this category are directly graduated from the university and have no work experience. This is a job designed for the benefit of graduate students. But for those who are working and have first degree from distance education, will get when an expert approves, so it is known that there is a violation of the procedure.

Thus, when 150 newly graduated employees were hired, they come directly from the university with no work experience, and it was found out that 29 employees who have a bachelor degree in distance education are not benefiting.

According to the guidelines for professional three skill required job positions a first and second degree from a university and relevant work experience is required in all positions, the required work experience is 7 years or less and there is no system to benefit employees with more than 7 year of work experience,

Employees who have improved their education in another way. And who have a masters degree, have worked for more than 10 years. Since the education line required for the higher ranks is a bachelor degree and 7 years of work experience, it is known that there is no special benefit for the employees who have a second degree.

The education line required by professional four is first and second degree and directly obtained work experience. Direct obtained work experience means that the employee has worked in the position mentioned before; it was found out that this system is not a system that directly benefits the employees who have served in different positions, as the employees who worked in other positions did not understand their work experience. To evaluate the relative professional capacity at different levels, we have considered the main requirements of the employee's work

experience, employee's performance the conditions of the management in each institution how to coordinate the staff and the training needs of the civil servants and emerging gaps are analyzed based on the questionnaires.

## 4.2.Job allocation of employees

**Table 4.2.1 Job allocation of employees**

| <b>N<br/>o</b> | <b>Items</b>                                                                                                                                       | <b>strongly<br/>disagre<br/>e</b> | <b>disagr<br/>ee</b> | <b>Neutral</b> | <b>Agree</b> | <b>Strong<br/>lyagre<br/>e</b> |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------------|----------------|--------------|--------------------------------|
| <b>1</b>       | Education and training can assist the public service to develop the professional capacity of public servants and to promote institutional change ? |                                   | 4<br>2.7%            | 16<br>11.0%    | 85<br>58.2%  | 41<br>28.1%                    |
| <b>2</b>       | Training also contributes to equipping public servants with the knowledge skill and competences they need to carry out their jobs effectively ,    |                                   | 4<br>2.7%            | 14<br>9.6%     | 91<br>62.3%  | 37<br>25.3%                    |
| <b>3</b>       | Employees are committed to doing their work on time and at high level.?                                                                            | 6<br>4.1                          | 70<br>47.9%          | 34<br>23.3%    | 34<br>23.3%  | 2<br>1.4%                      |
| <b>4</b>       | Performance evaluation is important for showing which employees are performing well.                                                               |                                   | 16<br>10.3%          | 28<br>19.2%    | 91<br>62.3%  | 12<br>8.2%                     |
| <b>5</b>       | There is a system that allows the employees working in the institution to evaluate their capabilities every time                                   | 9<br>6.2%                         | 83<br>56.8%          | 29<br>19.9%    | 25<br>17.1%  | ----                           |
| <b>6</b>       | . There is a system that allows the employees working in the institution to evaluate their capabilities every time                                 | 28<br>19.2%                       | 81<br>55.5%          | 20<br>13.7%    | 10<br>6.8%   | 7<br>4.8%                      |
| <b>7</b>       | Capacity building training provided to employees by the institution is based on the training need of civil servant                                 | 33<br>22.8%                       | 74<br>51.0%          | 19<br>13.1%    | 19<br>13.1%  | --                             |
| <b>8</b>       | Employees in the institution assigned based on their educational background and work experience,                                                   | 19<br>13.0%                       | 77<br>52.7%          | 30<br>20.5%    | 20<br>13.7%  | ----                           |

Training benefits the employer or organization in a number ways which includes that their employees become more efficient at performing their job. The benefits of training to employees include the fact that employees can learn something that will make their job easier or more enjoyable, increase the employee's stock value within the organization name. The lack of insufficient funding and lack of training specific to requirements were most frequently cited as

being significant barriers to accessing training. This means that training affects employees work performance and a vital part in public administration .it is essential not only for effecting efficiency of administration but also for broadening the vision of the employee. It teaches him precision, makes him self-reliant and independent and develop in employees capacity to take decision and arrive at judgments .However, it was found that there is a wide limitation in terms of providing up-to-date and budget –supported training for government employees in Abeshgeworeda sector offices, and it was found that problem-solving training was not providing to overcome the gaps in the skills, knowledge and attitude of the employees.

There is an array of literature and frameworks to identify the capacity of civil servants. Most of the frameworks are based on how people want their government officials to work. According to (The Civil Service Human Resources (CSHR), 2012) which outlines the skills and behaviors expected from civil servants at all levels, competencies are skills, knowledge and behaviors that lead the employee to successful performance..The study was about capacity building and employee performance. The objective was to analyze the relationship between training and performance. It is widely assumed that improvement in the skills and abilities of workers results in improved performance. That is to say that there is a relationship between training and workers performance. On the idea of education and training can assist the public service to develop the professional capacity of public servants and to promote institutional change out of 146 respondents 58.2% and28.1%strongly agree and agree .This shows that training can answer job performance problems. Training also contributes to equipping public servants with the knowledge skill and competences they need to carry out their job effectively .62.3%and25.3%strongiy agree and agree. This shows that they firmly believe that the employees of each institution should receive training, but there is a wide gap in all institutions in terms of Providing training to build the capacity of the employees and bringing about effective work in all fields- from these respondents we can understand that on- the- job training helps the employees to perform his/her assigned responsibilities properly. Respondents indicated that improvement in their conditions of service would positively influence their performance Training and development of personnel according to Bratton and Gold (2003) comprises the procedure and processes that purposely seek to provide learning activities to enhance skills, knowledge and

capabilities of people, teams, and organizations so that there is no change in action to achieve the desired outcomes. It is literally impossible today for any individual to take on a job or enter a profession and remain in it for years with his skills basically unchanged. Employee training and development is not only desirable but it is an activity which management must commit human and fiscal resources if it is to maintain a skilled and knowledgeable personnel. The objective was to analyze the relationship between training and employee performance. It is widely assumed that improvement in the skills and abilities of workers results in improved performance. From 146 respondents, more than 70% believed that Performance evaluation is important for showing which employees are performing well.

In order to support the results generated from the questionnaire analysis, additional primary data were collected from interviewees of two deputy heads of the sectors office ;four human resource management staff of the institutions and two professionals who work in high classes are involved. The interview was designed to discuss on and list out practices of woreda civil servants towards Job allocation and capacity of relative professional of employees and What are the obstacles/ impediments faced in the allocation What major reforms are made and are applicable in the area of civil servant

Capacity building has different meanings and interpretations depending on who uses it and in what context it is used. It is generally accepted that capacity building as a concept is closely related to education, training and human resource development. Capacity building for employees in a broad sense may refer to improvements in the ability of all employees to perform appropriate tasks within the broader set of performance standards of the organization.

The key respondents of the interview expressed their view on the capacity building training to employees to have work motivation. It is widely assumed that the improvement in the skills and abilities of workers results in improved employee performance. “Training as any learning activity which is directed towards the acquisition of specific knowledge and skills for the purposes of an occupation or task. The focus of training is the job or task.”. They also expressed that on the job training helps employees learn and perform their jobs in real life situation while minimizing potential issues. As a result job related knowledge is learned. When employees undergo training, it improves their skills and knowledge of the job and builds their confidence in their abilities. This will improve their performance and make them to work more efficiently and effectively. Training is an important function to build the capacity of employees. It is necessary

to identify the training needs of employees and provide timely and budget supported training. It is not possible to build the capacity of employees without training.

Accordingly, as presented in table 4.1.7, most respondents (58.2%) were agree and 28.1 percent strongly agree that education and training can assist the public service to develop the professional capacity of public servants and to promote institutional change, while 11 percent of respondents did not have an idea to the issue. Similarly 62.3 percent respondents agree and 25.3 percent strongly agree that training also contributes to equipping public servants with the knowledge skill and competences they need to carry out their jobs effectively, 9.6 percent did not have an idea to the issue and only 2.7 percent disagree. Similarly 62.3 percent and 8.2 percent agree and strongly agree, 19.2 percent did not have an idea to the issue 10.3 percent disagree on that Performance evaluation is important for showing which employees are performing well. Moreover, 51 percent and 22.8 percent disagree and strongly disagree respectively and 13.1 and 13.1 percent responded have No Opinion and agree respectively on that of. Capacity building training provided to employees by the institution is based on the training need of civil servant. Furthermore 52.7 percent and 13 percent responded disagree and strongly disagree and 20.5 and 13.7 percent responded have no opinion and agree respectively that employees in the institution assigned based on their educational background and work experience.

### 4.3.Importance of work experience of employees

**Table 4.3.1Importance of work experience of employees**

| <b>N<br/>o</b> | <b>Items</b>                                                                                                                                                                     | <b>strongly<br/>disagree</b> | <b>disagree</b> | <b>Neutral</b> | <b>Agree</b> | <b>Strongl<br/>y agree</b> |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------|----------------|--------------|----------------------------|
| 1              | Experience work gained through degrees ,diplomas and certificates were equally valued for all positions                                                                          | 23<br>15.8%                  | 85<br>58.2%     | 22<br>15.1     | 16<br>11.0   | 9<br>6.2%                  |
| 2              | The JEG has benefited the employees with high work experience                                                                                                                    | 37<br>25.3%                  | 79<br>54.1%     | 17<br>11.6%    | 13<br>8.9%   |                            |
| 3              | The purpose of JEG is to implement the system of equal pay for equal work in all government institution. Do you agree that a system has satisfied all professionals. accordingly | 28<br>19.2%                  | 86<br>58.9%     | 21<br>14.4%    | 11<br>7.5%   |                            |
| 4              | Employees in the institution to be assigned based on their educational background and work experience,                                                                           | 15<br>10.3%                  | 84<br>57.5%     | 23<br>15.8%    | 24<br>16.4%  | 10<br>7.1%                 |
| 5              | According to the new grading system there is an inviting category for employees who are in the woreda for those educational level is above a degree                              | 26<br>17.8%                  | 81<br>55.5%     | 30<br>20.5%    | 9<br>6.2%    |                            |
| 6              | All higher positions require a degree but work experience required for all position is minimal .Do you believe it is a fair process                                              | 26<br>17.8%                  | 84<br>57.5%     | 22<br>15.1%    | 14<br>9.6%   |                            |
| 7              | There a special system for the employees with long years Of work experience, or There is any work done in terms of giving priority to them.                                      | 25<br>17.1%                  | 84<br>57.5%     | 28<br>17.6     | 9<br>6.2%    |                            |
| 8              | <b>Work experience gained in the lower job classes is used in parallel for the higher class.</b>                                                                                 | 25<br>17.1%                  | 88<br>60.3%     | 26<br>17.8%    | 7<br>4.8%    |                            |

Work experience is an important component of professional's development since it allows individuals to demonstrate their abilities to potential employers while also learning about their chosen profession. It can also assist individuals in their strengthen and areas for improvement and making educated professionals selection, overall job experience is critical in molding a persons professional growth and success and it is practical knowledge and skill acquired through

employment in a certain professional .it entails applying academic knowledge to real-world setting learning from peers and adjusting to various working environment. it also allows individuals to hone their talents boosts their confidence, and build network of professional contacts and it has an effect on work performance.

Increased performance is one of the great benefits of employee experience that goes along with employee engagement. When employees are engaged with their workplace, their productivity and motivation increases, which can be seen as direct results in performances and efficiency of work. It also increase quality of work. Therefore, the work experience of employees is important in many ways, but it has been confirmed that there are gaps in assigning employees with the ability and skills to the appropriate position.

As indicated in Table 8, experience work gained through degrees ,diplomas and certificates were equally valued for all positions whether organization fills the performance is rated, out of 146 respondents, 58.2 percent replied disagree , 23 percent responded strongly disagree where as the remaining 15.1and 11 percent neutral and have No Opinion. In similar manner, the JEG has benefited the employees with high work experience is also rated. out of the 146 respondents, 25.3 percent replied strongly disagree, 64.1 percent responded disagree while 11.6 percent have No Opinion. and the rest 8.9 percent

As can be seen from Table 4.1.8 in addition to the above the purpose of JEG is to implement the system of equal pay for equal work in all government institution and that a system has satisfied all professionals. Accordingly.out of 146 respondents, are rated as follows; 19.2 percent strongly disagree 58.9 percent disagree and the remaining 14.4 and 7.5 percent have No Opinion and agree on. Employees in the institution to be assigned based on their educational background and work experience 10.3, 57.5 percent replied strongly disagree and disagree while15.8 and 16.4 percent have No Opinion and agree respectively.

In similar manner, respondents have answered the challenges on the new grading system there is an inviting category for employees who are in the woreda for those educational level is above a degree as follows; 17.8,55.5 percent replied strongly disagree and disagree while 20.5 and6.2 percent responded have No Opinion and agree respectively. Regarding .All higher positions require a degree but work experience required for all position is minimal .in this regard most of respondents believe it is not fair process; accordingly out of the 146 respondents17.8,

57.5 percent replied strongly disagree and disagree while 15.1, 9.6 percent have No Opinion. And agree

As can be seen from table 8, concerning the questions regarding a special system for the employees with long years of work experience, or There is any work done in terms of giving priority to them the clients have rated in the following manner. Out of 146 respondents; 17.1 and 57.5 percent strongly disagree, disagree respectively; 17.6 and 6.2 percent replied have No Opinion. And agree. People who already have a work experience will be mentally prepared to handle the new work-life environment having a work experience is a big advantage not only to the job seeker but also to the recruiter in many ways possible. In the present scenario, having a good degree, many certifications will not help as much a work experience can do to employees. Work experience will be mentally prepared to handle the new work—life environment. In the meantime, it was found out from asking that new job evaluation and grading has wide limitation in terms of making use of long terms and highly experienced workers and is not convenient for them

Interviewees of 75 percent of those who were asked about this idea expressed their opinion on the placement of employees to find the appropriate job placement for all professionals,

It is believed that the matter of putting the right person in the right place has not been done sufficiently, and as a reason for this, the criteria set to determine the work motivation and ability of the employee have problems. 70 percent of the performance is measured by the employee himself. It is difficult to say the placement of employees to find the appropriate job placement for all professionals., regard to the major problems that employees are facing with respect to job grading and pay establishment practices?

In general, all interviewees argued that the new level assessment is not based on work experience and it did not benefit the employees who improved their education and performed well. On the other hand, the some positions can be assigned to employees by management decision. This can not lead the desired person to the desired position. so there is a lot of complaints about the assignment of employees.

Is there a procedure in the institution to resolve the complaints raised by employees in relation to job assignment? Most of the employees have complaints. The complaints of all employees are not the same. One says that I have improved my education and I have to promote and same ask

to have salary increment. It can be understood that there is a wide range of limitations in relation to properly solving the questions that are presented in general.

### **Secondary Data Analysis**

To support the primary data analysis results, the researcher tried to assess secondary data or documents pertaining to job grading and pay establishment practices. Documents analysis in the research method is an inevitable tool in most schemes of triangulation. It refers to the various procedures involved in analyzing and interpreting data generated from the examination of documents and records relevant to a particular study. Indeed, the researcher assesses major documents, for example; the classification file of the employees has been shown and the form given to the employees to apply and the category they have chosen to complete in a total of three categories, one from the highest categories one from the middle categories and one from lowest categories .The researcher was able to see the low, middle and high positions in the institution, and this observation shows that high positions require six and less years of work experience. Which does not understand those employees with high work experience?

#### 4.4.Determination of technical leaders

**Table 4.4.1 Determination of technical leaders**

| N<br>o | Items                                                                                      | strongly<br>disagree | disagre<br>e | Neutral      | Agree       | Strongly<br>agree |
|--------|--------------------------------------------------------------------------------------------|----------------------|--------------|--------------|-------------|-------------------|
| 1      | Is there an employee above your status who is less in academic achievement and experience? | .                    | 48<br>25.1%  | 28<br>18.5%  | 70<br>56.4% |                   |
| 2      | Does academic upgrading to MSc improve working position/status                             | 8<br>5.5%            | 68<br>46.6%  | 27<br>18.5%  | 33<br>22.6% | 10<br>6.8%        |
| 3      | Does academic level or performance matter for leadership position                          | 6<br>4.1%            | 97<br>66.4%  | 5<br>3.4%    | 30<br>20.5% | 8<br>5.5%         |
| 4      | Does work experience level matter for leadership position?                                 | 9<br>6.2%            | 75<br>51.4%  | 20<br>13.7%  | 27<br>18.5% | 15<br>10.3%       |
| 5      | Hand picked Appointment is made for wereda level head of a sector.                         | 6<br>4.1%            | 34<br>23.3%  | 18<br>12.3%  | 68<br>46.6% | 20<br>13.7%       |
| 6      | Handpicked appointment is also made for positions of team leader                           | 4<br>2.7%            | 53<br>36.3%  | 25.<br>17.1% | 51<br>34.9% | 13<br>8.9%        |
| 7      | Friendship or blood Relationship to bosses does matter in position level of an employee.   | 4<br>2.7%            | 20<br>17.8%  | 7<br>4.8%    | 79<br>42.3% | 37<br>25.3%       |

.Interviewer said that regarding the classification of technical leaders, there is a lack of transparency and the basis for comparison is based on party membership and loyalty too the party, not the capacity and ability of the individual. High social intelligence and the willingness to embrace change are typically credited to successful leaders. Leaders who are ineffective or irresponsible can bring a company down, but those who rise to positions of authority frequently make the same mistakes and fall into the same traps. As a result, the authoritative leadership style has an impact on employee engagement and performance in the organization. At work, there is a strong link between job involvement and job performance. Organizations should increase their organizational involvement and performance by hiring managers with good leadership skills, according to the study's conclusions. Integrity, delegating ability, communication, self-awareness, thankfulness, and learning agility are all characteristics of the best leaders. Employee performance will improve in the organization as a result of their impact.

Because employee involvement improves staff performance. Team building and leadership methods, on the other hand, tend to increase workplace cooperation. The entire work force at the workplace will improve in performance as a result of employee involvement. Employee Involvement and Leadership Styles: Leaders are the individuals in a company who create the tone and culture. According to Northouse (2004), leadership is defined as one individual's influence over another group of individuals in order to attain a common purpose. An effective leader, on the other hand, can persuade his or her people to work toward the organization's objectives. There is a clear distinction between leaders and managers. Managers create consistency and orders, whereas a leader motivates his or her staff to change. In order to develop a relationship between followers and their leaders, the leader must show admiration for the followers' personal values, such that they are willing to offer their energy and talent to achieve common goal

#### **4.4 Meritocracy in the organization**

Interviewees argued that at work, there is a strong link between job involvement and job performance. Organizations should increase their organizational involvement and performance by hiring managers with good leadership skills, according to the study's conclusions. Integrity, delegating ability, communication, self-awareness, thankfulness, and learning agility are all characteristics of the best leaders. Employee performance will improve in the organization as a result of their impact. Because employee involvement improves staff performance. Team building and leadership methods, on the other hand, tend to increase workplace cooperation. The entire work force at the workplace will improve in performance as a result of employee involvement. Acquisition of knowledge and skills that may be used in the present or future. This is more long term focused. It is a comprehensive term used to describe all the different ways in which people can be encouraged to increase, update and adopt their knowledge, skills, personal abilities and competencies

## **CHAPTER FIVE**

### **5 CONCLUSION AND RECOMMENDATIONS**

This last chapter attempted to conclude and recommend about the research findings towards the practices of evaluate the relative professional capacity at deferent level at Abeshhegeworeda Garage zone to analyze

#### **5.2 CONCLUSSION**

The research was initiated with major objective to, evaluate the relative professional capacity at deferent level at Abeshhegeworeda Garage zone to analyze whether the pay scale even serves as motivational tool and determine the perception of employees about the practices. This descriptive research was conducted based on the data gathered through questionnaire, interview and documents analyses. Hence, the subtitle indicates a brief synopsis of the research so that the readers can quickly ascertain the purpose of the paper. Indeed, based on the analysis of the collected data the following major findings were drawn as follows:

Every one beloved that education and training can assist the public service to develop the professional capacity of public servants and to promote institutional change. But there is a huge gap. Training is an important function to build the capacity of employees. It is necessary to identify the training needs of employees But there is a huge gap to give timely and budget supported training.

The job evaluation and grading all expert position (top levels ), demand few years of experience to reach the highest level and it does not matter to the acquisition of a certain level and it disregards involvement knowledge that can be accumulated only through job experience and it devalues long years of experience .

Another problem there are workers with high skill levels and post secondary education who are working in relatively low skilled and low wage job may be considered underemployed

Placement of workers in the new levels has not been an easy task placement is determined by 70pc performance score, 10pc profile 10pc readiness to implement governmental policies and

strategies and 10pc experience of service on higher position these measurement tools are hardly objective and subjective to biases

The fact that new level assessment is not based on work experience and it did not benefit the employees who improved their education and performed well. On the other hand, the some positions can be assigned to employees by management decision. This can lead the desired person to the desired position .so there is a lot of complaints about the assignment of employees.

- Failure to provide capacity building to the employees, It can be understood from the interview that the employees can build their capacity and need to be given timely and budgeted training
- The lack of classification based on the education and work experience of the office managers who come to be in charge is an obstacle for the employee to work with responsibility
- In the case of higher positions, the employee is selected and assigned by relationship and friendship.
- The existence of corrupt practices in institutions and the influence of the civil servant has increased significantly and the incompetent has caused the institutions to fail and there is no work motivation in the employee.
- On the other hand, it can be understood from the questionnaires that employees with higher education levels are not benefiting from the new job evaluation level and are forced to work below the level.
- The fact that the training to build the capacity of the employees is not uniform and does not allow the civil servant to carry out the responsibilities given to him in a proper way .The fact that it is given carelessly only for the sake of principle for this matter employees not able to increase their knowledge, skill and working capacity.

The political interference seen in government offices and paying attention only to party work has made the employees not to carry out his mission properly .Also the fact that an employee who is a member of the party activities rather than government Work and those who are low in the performance of government work in terms of education and work experience are less than others, but who only focus on politics. The foundation prevented the planned works from being implemented in the fail.

Stakeholders like t line managers, HR specialists, employees Were not participate in job allocation because of the fact that the processes were handled by only single or few authority.

Moreover, significant numbers of respondents were not timely communicated how the job grades are designed and pay scale established, while few employees have no idea at all to the issue.

Data<sup>2</sup> drawn from the research discussion clearly shows that the capacity training of the worded is unable both to attract and retains best minds. It can be understood from the interview and respondents that the decision of the management to not provide on—the—job training and spending the government budget for unwanted purposes is a problem.

According to the information provided above 192 or 30 percent of the employees who are below the required level of education have not met the minimum educational requirements and the minimum requirements of the position they hold have not been met. If these workers do not upgrade their education, they may lose their job in the future by those who graduate from university. So the government should facilitate them to improve their education. In other words, employees who have upgraded their education from a first degree to a second degree are assigned to job level that requires a first degree. This is not motivate the employee to improve his education and is an activity that prevents the employee from working calmly Underemployment, however, happens when someone isn't employed in a position that utilized their full potential. Underemployment is a worker under use because a job does not use the skill of the worker, according to the survey conducted by the sector offices, those who have the same level of education and can fulfill the work experience required by the highest level of work, but there is a situation where one is assigned to a higher level, while the other is assigned to a lower level of work that can be assigned. It can be understood from the questionnaire that employees with higher education levels are not benefiting from the new job evaluation level and are forced to work below the level. In other words, employees who have upgraded their education from a first degree to a second degree are assigned to job level that requires a first degree. This is not motivate the employee to improve his education and is an activity that prevents the employee from working calmly. In other words, employees who have upgraded their education from a first degree to a second degree are assigned to job level that requires a first degree. This is not motivate the employee to improve his education and is an activity that prevents the employee from working calmly All respondents that the employees of each institution should receive training, but there is a wide gap in all institutions in terms of Providing training to build the capacity of the employees and bringing about effective work in all fields- from these respondents

we can understand that on- the- job training helps the employees to perform his/her assigned responsibilities properly.

A profession is a member of a professional or any person who works in a specified professional activity. The term also describes the standards education and training that prepare members of the profession with the particular knowledge and skilled necessary to perform. Professionals are usually highly qualified individuals who have undergone significant period of education and training

Capacity building has different meanings and an interpretation depending on that uses it and in what context it is used. It is generally accepted that capacity building as a concept is closely related to education, training and human resource development.

Therefore, based on this study context, capacity building for employees in a broad sense may refer to improvements in the ability of all employees to perform appropriate tasks within the broader set of performance standards of the organization.

Professional capacity means a person with key skill, knowledge, experience and involvement in financial services or products and working for the side services. In this context, professional capacity refers to the positional ability to perform work over a certain period .this positional can be measured in terms of time, skill educational level and work experience.

The study was about capacity of profession and their performance. The objective was to analyze the relationship between training, capacity and performance. It is widely assumed that improvement in the skills and abilities of workers results in improved performance That is to say that there is a relationship between training, capacity and workers performance.

## 5.2 RECOMMENDATION

- .Even if some training are given, many managers disclosed that the contents of the training materials are not contextualized with the unique features of the respective institutions. Furthermore, they are not designed in such a way that they bring about attitudinal or behavioral change on the part of the trainees. Despite the fact that several trainings are provided to employees; they believed that the desired outcome is not yet achieved. So, they suggested that training interventions should be made in such a way that they bring about attitudinal and skill change so that the employees will internalize them and take them as guides in their day-to-day activities.
- The capacity of employees is based on their ability to work, their experience, their performance and their skills, and they should increase their capacity with the help of training every time so that they can implement their plans based on their performance.
- By identifying the employee's training needs, up-to-date and quality budget-supported training should be provided in each institution. In addition, by identifying the employee's work capacity, the right person should be assigned to the right position, that is, based on his knowledge, skills, work experience and educational level.
- Some employees do not understand the performance evaluation properly and weigh themselves by filling in the number. This shows that the employee is not given training and evaluation of the performance of the plan every time., By identifying the employee's training needs, up-to-date and quality budget-supported training should be provided in each institution. In addition, by identifying the employee's work capacity, the right person should be assigned to the right position, that is, based on his knowledge, skills, work experience and educational level.
- Empl.oyees with work experience are better than new employees in many ways. For example, during their stay at work, they can improve their abilities, skills and knowledge through various trainings and gain knowledge from others. Therefore, if the system of

prioritization in the assignment of high positions is facilitated, employees' motivation to work will increase, they will share their experience and knowledge with new employees, and the good experiences of each institution will grow. In addition, all stakeholders will take responsibility for the work of the institution and develop a system in which they can carry out the work of the institution with quality and schedule. The capacity of employees is based on their ability to work, their experience, their performance and their skills, and they should increase their capacity with the help of training every time so that they can implement their plans based on their performance

- High social intelligence and the willingness to embrace change are typically credited to successful leaders. Leaders who are ineffective or irresponsible can bring a company down, but those who rise to positions of authority frequently make the same mistakes and fall into the same traps. As a result, the authoritative leadership style has an impact on employee engagement and performance in the organization./ Leaders should have positive and significant impact on employee work involvement
- / Leaders should have positive and significant impact on employee work involvement. ), leadership is defined as one individual's influence over another group of individuals in order to attain a common purpose. An effective leader, on the other hand, can persuade his or her people to work toward the organization's objectives. There is a clear distinction between leaders and managers. Managers create consistency and orders, whereas a leader motivates his or her staff to change. In order to develop a relationship between followers and their leaders, the leader must show admiration for the followers' personal values, such that they are willing to offer their energy and talent to achieve common goals .
- Education and training can assist the public service to develop the professional capacity of public servants and to promote institutional change. Training should be given to contributes to public servants with the knowledge, skills and competencies they need to carry out their jobs effectively

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## APPANDEX A

### QUESTIONNAIR

#### **Wolkite University College of Social Science and Humanities Department of Governance and Developmental studies**

Dear respondents: First of all, I would like to forward my sincerely greetings and appreciation to you for your willingness to share your understanding/experience for this questionnaire. This questionnaire is designed to gather data on **the EVALUATION OF THE RELATIVE PROFESSIONAL CAPACITY OF CIVIL SERVANTS AT DIFFERENT LEVELS IN ABESHGE WOREDA, GURAGE ZONE** **study is carried out as a partial fulfillment** of the requirement for the master of “developing planning and management”. To achieve this purpose and to deeply investigate the case, your response to the questions given below has a crucial value. Therefore, you are kindly requested to read the questions carefully and give accurate and real data which exists on the ground. The response that you reply will not be used for any other purpose other than this research work, so be free and give your honest and genuine response. Finally, I would like to thank you very much for your cooperation and dedicating your valuable time for my request

Thank you for your cooperation in advance!

General Direction — No need of writing your name —

Put (✓) mark for the correct answer inside the box

## **EVALUATION OF THE RELATIVE PROFESSIONAL CAPACITY OF CIVIL SERVANTS AT DIFFERENT LEVELS IN ABESHGE WOREDA, GURAGE ZONE**

### **Specific objectives**

- 1) To assess the job allocation of relative professional of employees capacity
- 2) To evaluate the relative importance of work experience of employees at different positions
- 3) To evaluate how technical leaders are determined

### **Part: I Questionnaire to be filled by the civil servant Personal Information**

1. Your current position in the organization \_\_\_\_\_
2. Sex: - Male ----- Female -----
3. Marital status: Married ----- Single -----
4. Age :\_\_\_\_\_
5. Educational background grade level: \_\_\_\_\_  
A. incomplete of grade 10 B. Grade 10+2 complete C. Diploma D. Bachelor Degree E. Vocational and Technical F. MA, MSC and above
6. Year of service in the organizations in years: \_\_\_\_\_

**Please, tick on No 1 if you strongly disagree; No 2 if you disagree; No 3 if you do not have opinions; No 4 if you agree; No 5 if you strongly agree.**

#### **1 To assess the job allocation of relative professional of employees capacity**

1.1 Do you think that education and training can assist the public service to develop the professional capacity of public servants and to promote institutional change ?

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

1.2 Do you agree that training also contributes to equipping public servants with the knowledge skill and competences they need to carry out their jobs effectively,?

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

1.3 Do you think employees are committed to doing their work on time and at high level.?

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

1.4 Performance evaluation is important for showing which employees are performing well.

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

1.5. Is there is a system that allows the employees working in the institution to evaluate their capabilities every time?

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

1.6 Do you believe that capacity building training provided to employees by the institution is based on the training need of civil servant.

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

1.7 Do you agree that employees in the institution assigned based on their educational background and work experience,

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

1.8 Do you believe that the new job grading and evaluation system has done the right job in terms of giving the right professional in the right place,

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

## **2 To evaluate the relative importance of work experience of employees at different positions**

2.1 work experience gained through degrees ,diplomas and certificates were equally valued for all positions

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

2.2. Do you believe that that the JEG has benefited the employees with high work experience

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

2.3. The purpose of JEG is to implement the system of equal pay for equal work in all government institution. Do you agree that a system has satisfied all professionals accordingly?

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

2.4 Do you agree that employees in the institution to be assigned based on their educational background and work experience,

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

2.5 According to the new grading system there is an inviting category for employees who are in the woreda for those educational level is above a degree

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

2.6 All higher positions require a degree but work experience required for all position is minimal .Do you believe it is a fair process

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

2.7 There a special system for the employees with long years Of work experience, or There is any work done in terms of giving priority to them.

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

2.8. Work experience gained in the lower job classes is used in parallel for the higher class.

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

### **3 To evaluate how technical leaders are determined**

3.1 Is there an employee above your status who is less in academic achievement and experience?

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

3.2. Does academic upgrading to MSc improve working position/status?

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

3.3 Does academic level or performance matter for leadership position? 1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

3.4. Does work experience level matter for leadership position?

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

3.5. Handpicked Appointment is made for wereda level head of a sector.

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

3.6. Hand picked appointment is also made for positions of team leader that is below the head of the sector.

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree

3.7. Friendship or blood relationship to bosses does matter in position level of an employee.

1 strongly disagree 2 disagree 3 do not have opinions 4 agree 5 strongly agree