

Human Resource Dynamics in Oromia Regional State, Ethiopia: Trends and Challenges

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Abstract

The most important resource in the recent years is no more the availability of natural resources or cheap labor but skilled and motivated workforce in order to achieve economic development. The overall purpose of the study is therefore to examine the dynamics of human resource management in Oromia regional state. This study followed a descriptive survey and focused on analysis of two-year report of human resources of sectors at all levels of the regional state and interview of key informants. The findings indicate that human resource planning has a problem. Therefore it is important for the regional sectors to have SMART human resource plans. Recruitment of higher level professionals is very less as compared to the lower level employees. The civil service organizations of the regional state have low level of educational qualifications and public sector reforms could not be properly implemented and could not bring transformative changes. So, the public sector may bring only incremental changes instead of paradigm shifts. The regional sectors did not have human resource plan which is properly aligned with the organizations' strategic human resource plan. Employees are not committed to their work due to poor benefits, payment difference for similar qualifications poor health and safe working environment and excessive politicization of the civil servants. Improving the working environment for the employees, de-politicization of the civil service by focusing on the merit system rather than political loyalty, and applying equal pay for similar work are among the areas that need improvement in the regional state's sectors. Hence, it is necessary and better if politicians kept their distance.

Keywords: human resource dynamics, employee mobility, human resource, Ethiopia, Oromia

1. Introduction

Human resource management is a planned and logical way of managing the human resources of organizations which is also considered as the most prized resources (Armstrong, 2006). The people operating in organizations can contribute to the attainment of the goals of the organizations independently and cooperatively. According to Hafeez and Aburawi (2009), human resource department of an organization plays the role of assisting organizational managers in filling organizational structures with the right human powers at the right time and at the right place.

Human resources give the essential and capable motivating power for the development of different dimensions of advancement because they are critical resources which are also important in influencing the right method of using other resources. It is the originality, understanding and skillfulness of human capital that is functional to operate other resources so that they deliver valuable goods and services (Getahun, 1998; Nigussie and Mberengwa, 2009; Mberengwa and Nigussie, 2011).

The most important resource in the recent years is no more the availability of natural resources or cheap labor but skilled and motivated workforce in order to achieve economic development. It is recognized by many scholars as one important contribution to the socio-economic development of any country. It provides the vital and resourceful driving force for other aspects of development because human resources are the only resources that are necessary in determining the appropriate manner of utilizing other resources (Ibid).

A central feature of human resource management is that it is strategic which is articulated as strategic HRM. Strategic HRM is an integrated way to the advancement of strategies of human resources to achieve the objectives. According to Armstrong (2006), it is important to realize the interests of organizations and the factors that facilitate and hinder the attainment of organizational goals, and how the targets could be achieved.

Human resources are the most important component of any organization system in converting available resources into better goods and services for a country. Educating youthful persons to become capable employees takes an extended time and the cost of hiring them once they are educated is elevated. In most nations, compensation and benefits use high of budget in many organizations. Because of these reasons, human resource concerns should sway a great deal of consideration in any organizational dialogue (Nigussie and Mberengwa 2009, Mberengwa and Nigussie 2011).

Human resource development contributes towards better productivity and economic growth, accelerates technological changes, promotes socio-cultural changes, contributes towards democracy, equality and good governance, and improves the relationship between human beings and the environment. Human resource development fills the performance gaps through training (Habtamu, 2001, Nigussie and Mberengwa, 2009. Hammer and Champy (1993) also assert that in the process based organizations, the focus shifts from training to education.

In order to modernize and depoliticize the civil service, governments around the world have institutionalized different reform programs in light of their HRM goals. The reforms focused in institutionalizing merit-based principles, and creating professional civil servants and public sector managers in public institutions. The reform program that is related to human resource is also one of the agendas in Ethiopia. The HRM reform sub-program is also the vital components of the larger civil service program. Human resource management is also given due attention by regional states including Oromia regional state in Ethiopia.

The overall purpose of the study is therefore to examine the dynamics of human resource management in Oromia regional state. Hence, it provides a scientifically sound picture of the dynamics of human resource management in today's organizations in the region: focusing on recruitment, educational level, the age of civil servants, and their salary. Based on this basic objective, the study addresses the following specific objectives.

- Examine the quantity and quality of the civil servants of the regional state,
- Assess the nature of employee mobility in the region,
- Analyze the availability of employees by sex, age, work experience and educational levels,
- Examine the salary of the human resource in the regional state,
- Identify the observed constraints in managing the human resources in Oromia

2. Conceptual and Theoretical Issues

2.1. Human Resource Practices

All sectors have a concern with the issue to be accomplished to attain continued and elevated echelons of performance by mobilizing its human resource. This calls for motivating the individuals and teams in a given organization. So, motivation is one component that needs to be focused in the process of human resource management. In addition to motivating employees, human resource managers are expected to think radically and analyze the capabilities and experiences needed in the long term to attain sustained organizational and cultural change. This also requires matching human resources to the future needs of organizations without upholding the status quo (Armstrong, 2006). This helps organizations to identify the kind of personnel they need so that they can compete effectively currently and in the future, the mechanisms to be employed to pull, build and keep the human resource in the organizations.

Human resource professionals and departments are expected to change from just being the file clerk to a strategic partner to the companies. The human resource functions are needed to be transformed as a result of the progression of the information technology, the need to reduce the operational costs in organizations, and the steady force to meet global competitive challenges. The ways by which human resources are managed highly affect the performance of the organization. These call transformation of the human resource management functions from clerical and operational orientations to business and strategic focus (Sarip and Royo, 2014).

Unless the human resource management is transformed, it cannot cope with this highly changing environment, and it may face a possibility of being replaced or outsourced. Hence, the human resource department of an organization needs to give due attention for the other line management, employees of the organization and overall strategic needs of the organization. The assumption behind the human resource management approach to resourcing is that it is the human resources of an organization who execute the long-term plan of the organization (Ibid).

So, there is a need to plan organizational activities by considering the human resources of the organization. The mixing of business and resourcing strategies is based on a thoughtful of the path in which the organization is going away and of the resulting human resource needs in quantity and quality. The required human resource is determined based on the projected activities to be performed in the plan period. The skills needed by the organization will also make the technological developments and the services to be delivered a base (Armstrong, 2006).

According to Arshad, Azhar and Kahawaja (2014), human resource management is a practical profession that focuses on the human resource aspect of the organization. Human resource management plays a critical role in realizing organizational goals at place of work. The implementation of good quality human resource management scheme gives emphasis to the performance standard and avoids slow-moving in the organization. The human resource department also provides advice and support to the line managers and top management how to hire and select the employees which are appropriate for the organization, how to manage the training and development in the organization, on issues related with compensation and benefits administration, and how to manage induction and orientation so that the employees can easily socialize with organizational performance requirements.

The human resource management of any organization, public or private, can be effective when it focuses on a vigorous activities and functions that are aimed to capitalize on individual and organizational success. Therefore, effective human resource management practice is considered the basic issue for sustainable performance and continued existence of the organization. Human resource management also becomes a multifarious task due to diverse environment of human beings.

Hence, organizations need to fully integrate the management of human resources with the strategic results of the organizations. This also results in improving benefits and pay, attracting and retaining skilled staff, especially for high level positions and priority sector staff; and rationalizing civil service employment, ensuring that human resources are intelligently positioned in all the sectors. Indeed, the capacity of the employees in organizations especially in public sector to properly deliver public services is very important issue. Moreover, it is clear that low public sector wages provide a breeding ground for corrupt practices. At the same time it is apparent that weak merit-based human resource management and low pay are the major causes of country's relatively poor standing on public sector performance (Nigussie and Mberengwa 2009, Mberengwa and Nigussie 2011).

The availability of competencies, skills, talent and know-how to perform the organization's processes is critical to the success of the strategy of the organization. Therefore, modern organizations should now give due attention for their human resource investments, and more generally, their investments in all intangible assets to create distinctive and sustainable value. This is because it is the human resource (HR) that provides these services for the customers. In this era of knowledge workers, organizations create sustainable value from improving and mobilizing their intangible assets-human capital, information capital, organization capital, high quality services, customer relationships and innovation capabilities (Kaplan and Norton, 2004, Kaplan and Norton, 2001, Kaplan and Norton, 2008, Kaplan and Norton, 1996, Niven, 2003).

In the wakeful of high technology epoch, it is the capacity of the human resources that makes an organization financially competitive Pfeffer, J., (1998) cited in Arshad, Azhar and Kahawaja (2014). This also shows that sober concentration is important for strengthening human resource management system of the organization. Different human resource directives and manuals that facilitate the smooth running of the organizational activities is prepared by the human resource management department of an organization. This further clarifies relationship among employees and between employees and employment.

2.2 Human Resource Management in Public Sector

Modern organizations keep on existing for different purposes based on their kind and goals. The organizations can be categorized into public organizations, private organizations, and non-governmental organizations (Burma, 2014). Public institutions are intended to fulfill the public interest while the private ones have profit motive. Non-governmental (civil) organizations have the objective of satisfying the interest of the public and accomplishing their dealing like public institutions. All the three type of organizations have also the objective of delivering quality service, and all of them need human resource that can deliver quality services. Whatever, the financial strength the organization has, the likelihood of achievement cannot be high unless the human resources of the organization make the necessary effort. Low performance of the human resources shows that the achievement of the organization's vision will not be attained.

In developing countries such as Ethiopia which depict unstable socioeconomic and political conditions, human resource outcomes could not demonstrate and balance between human resource management practices and organizational performance. The civil servants (employees in public sector) are not properly managed and they do not own the organizations and ignore the work. In these conditions, organizations need to identify the strategic fit component linking human resources management practices and organizational performance. "...despite many researchers found HRM practices-performance relationship empirically valuable, but a reliable mechanism triggering HRM practices to stimulate organization performance in different environments, is missing" (Arshad, Azhar and Kahawaja, 2014: 96).

The opinions of the organization's personnel with regard to the organization for which they work are also other important issues. Obviously, the satisfaction level of the people in the organizations has a strong linkage with their achievement. "Employees' salary, communication with their colleagues and managers, social and regal rights provided by the organization, working conditions, and effects of the organization on employees belong to human resources managements' area to fulfill" (Burma, 2014: 88). Organizations need to make the important preparations that can motivate employees in the organizations.

The enhanced motivation of human resources will lead to improved performance. Human resource management also needs to focus on improving capability and change of attitude of people in organizations. According to Armstrong (2006), improving the motivation of human resources through different mechanisms such as encouragements, rewards, leadership and, prominently, the working environment and the organization context within which they work. The purpose is to broaden motivation practices and create a work setting that will facilitate to promise that employees provide results in accordance with the expectations of organization.

As stated by Hafeez and Aburawi (2009), human resource planning is the critical issue of human resource management function. Improvements in process and system are also very important. This means reforming human resource of an organization very important to cope with the changing environment. Retaining core staff is also becoming a critical challenge for organizations especially for public sectors. The dynamics of market forces and job opportunities pose a serious challenge on the management of human resources of organizations.

This also calls for reforming the public sector especially the human resource management dimension of the organizations. Accordingly, the Ethiopian government introduced different reform programs since the beginning of the 1990s.

The reform programs also need to fully integrate the management of resources including human, financial, material, information etc. with the strategic results of the organizations. This also results in improving civil service pay, attracting and retaining skilled staff, and rationalizing civil service employment, ensuring that human resources are properly assigned in all the sectors, and bring about improvements in public sectors' performance (Mberengua and Nigussie, 2011; Nigussie and Mberengua, 2009; Getahun Tafesse, 1998). It is also apparent that weak merit-based human resource management and low pay are the major causes of poor performance on public sector performance.

One vital aspect of administrative decentralization in Ethiopia is the devolution of power. As a result, the power to recruit, select, assign, measure performance, promote, hear grievance and inspect as well as transfer and human resource development through short, medium and long-term training are given to the public service and human resource development bureaus of regional states and the respective lower level tiers of government. In Oromia regional state as well, Human Resource Management is considered as one of the fundamental resources to strategically implement the public policies, programs, projects and activities (Oromia Civil Service and Good Governance Bureau, 2016). This vital resource also influences the performance of public sectors in the regional state. The regional public administration deems that the appropriate management of this vital resource is essential to sustain socio-economic development of the regional state, widen democratization and the execution of laws, policies, programs, projects and activities.

Oromia regional state is implementing different reform initiatives in almost all public institutions. The regional state is also reforming its human resource management system. The human resource management reform sub-program is one of the vigorous ingredients of the larger public sector reform programs in the region. As a result of this human resource management reform sub-program in Oromia, a legal framework is created both at regional and *Woreda* levels to implement human resource management reform sub-program and other change initiatives to transform public institutions and bring improvements in the regional performance.

3. Research Design

This study follows descriptive survey and tries to depict changes realized and challenges encountered in relation to human resource management and utilization in the study regional state. The researcher preferred to use this research methodology as it enables him disclose the condition of human resource management for the sectors/offices in the regional government.

The Oromia regional level sectors/offices were at the heart of this study. The study focused on analysis of two-year report of human resources of sectors at all levels of the regional state. In addition, interviews were conducted with twelve (12) middle level managers (process owners and team leaders) and senior experts of public service and human resource development bureau of Oromia regional state. The key informants of the interview were purposely selected because of the relevance of their organization and their activities which are related with human resource management.

The researcher collected two types of data, i.e. primary and secondary data. The former were collected from regional level government senior experts and middle level managers of public service and human resource development bureau of the Oromia regional government through interview. The researcher used semi-structured interview as this helps him to get detail information from team leaders and process owners and senior experts. In addition, primary data were also collected through observation in selected sector using checklists.

On the other hand, the latter types of data were gathered from books, journals, newspapers, on-line services, different manuals, performance reports, and working papers. The two-year data (2015-2016) of the human resource report of the regional state were analyzed using graphs, tables and percentages. Both qualitative and quantitative methods of data analysis were also employed. Human resource quantity, education level, age of the civil servants, employee mobility and salary of the employees were the variables identified for analysis.

4. Discussion and Results

4.1. Introduction

The main purpose of this chapter is the presentation, analysis and interpretation of the data on the practices of human resource management in Oromia regional state. The secondary data obtained from the public service and human resource development bureau through document analysis were analyzed to see the practices and challenges of human resource management. The chapter contains qualitative and quantitative analyses of the data with regards to each finding.

4.2. Human Resource Quantity

According to the information obtained from Oromia bureau of PSHRD the number of employees in the regional state increased from 282, 256 in 2008 to 418,783 in 2015/16. Out of these employees of the region, 135850

(32.44%) of them were women and the rest 282,933 (67.56%) of them were male. The data also show that the regional human resource was forecasted to reach 418,987 at the said year. Therefore, the achievement (performance) of the plan is 418,783 (99.95%). This confirms the usual and still existing male dominance and underrepresentation of the women among the public sector civil servants of the regional state.

In addition, the data also reveal that 269,748 (64.41%) of the civil servants belong to the three big sectors i.e. Education (166,038 – 39.65%), Health (58,827 – 14.05%), and Agriculture (44883 – 10.72%). The employees in the rest more than 20 sectors account about 35% of the employees. Hence, it is possible to infer from the data that the three sectors are given attention by the regional government.

Table 1: Comparison of total number of new recruited employees in 2015 and 2016

2015			2016			Comparison (%)		
Male	Female	Total	Male	Female	Total	Male	Female	Total
20385	11593	31978	19085	10068	29153	-6.38	-13.15	-8.83

Source: Oromia Public Service and Human Resource Development Bureau (2016)

Table 1 above shows that the total number of newly recruited employees in 2016 is reduced by 8.83%, the number of new recruited female employees is reduced by 13.15% and the number of newly recruited male civil servants is reduced by 6.38% when compared with the recruitment of performance of 2015. According to the information obtained from the bureau, the human resource recruitment plan for the year was, 22, 301 and the performance is 29,153 (130.72%) which is by far higher than the plan. This shows that the human resource planning has a problem.

Table 2: Comparison of newly recruited employees in 2015 and 2016 by education level

Educational level	2015			2016			Comparison		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Certificate and below	4576	3487	8063	4319	2800	7119	-5.62	-19.7	-11.71
TVET level 1 to 5	3285	2236	5521	3315	2469	5784	0.91	10.42	4.76
Diploma and equi.	6058	4288	10346	5476	3404	8880	-9.61	-20.62	-14.17
BA/BSC/LLB	6029	1430	7459	5639	1324	6963	-19.43	14.91	-18.57
PhD/MA/MSC/LLM/	193	72	265	336	71	407	424.19	6.07	310.99
MD/DVM	20141	11513	31654	19085	10068	29153	390.44	-8.92	271.3

Source: Oromia Public Service and Human Resource Development Bureau (2016)

According to the Table 2 above recruitment of higher level professionals especially MA/MSC/LLM is by far very less as compared to the lower level employees such as below diploma holders. Hence, the higher level professions need to be given focus by the regional government.

4.3. Education Level

When the overall regional human resource is analyzed, the regional state planned to reduce the number of TVET graduates and those who have lower educational levels from 111,689 in 2009 to 59987 in 2015 and attained 78,853. Out of these civil servants, 47,787 (60.61%) of them were male and the rest 31,066 (39.39%) were female employees. The other plan of the regional state was to increase the number of diploma and equivalent graduates from 127,675 in 2009 to 225,007 in 2014. Accordingly, the performance was 235,350 (104.60%), in which male civil servants account 150,264 (63.84%) and female ones were 85,086 (36.16%).

When first degree (BA/BSC) holders civil servants are considered, it was planned by the regional public service and human resource development bureau of the regional state to increase 42,230 in 2009 to 128, 876 in 2015 and the performance was 97408 (75.58%) out of which male civil servants were 78,606 (80.700 and female civil servants were 18,802 (19.30%). The regional administration has also planned to increase the 662 available human resource with MA/MSC/LLM/DVM and PhD holders in 2009 to 5027 in 2015, and achieved 89.87% (4518) out of which 4,046(89.55%) were male employees and 472(10.45%) of them were female employees in the region.

Hence, the rather high share of over a half of regional civil servants (56.2%) is diploma and TEVET Levels graduates. According to the information obtained from HRM report of Public Service and Human Resource Development bureau, MA/MSC/LLM/DVM and PhD holders together comprise below 2% in the public service of the regional state. Hence, when we match the status of human resource of the region with different reform programs and good governance packages to be executed in the sectors of the region, it is very difficult to expect high performance in the government institutions. It can be inferred from the data that the implementation of the reform can be adversely affected.

In addition, when we see the capacity of human resource to apply technology, the civil service organizations of the regional state with this low level of educational qualifications, public sector reforms could not be properly implemented and could not bring transformative changes. So, the public sector may bring only incremental changes instead of paradigm shifts. Therefore, the public administration of the region should focus

on planned and systematic human resource development in the region because the situation in which majority of the employees is not well qualified severely hampers the performance of the sectors.

4.4. Age of Civil Servants

With regard to the age of the civil servants of the regional state, 95.7% of the overall regional government's human resource is aged 37 years and below, and 86.7% being aged 32 years and below. Employees within the age range of 18 – 32 were 269,171 (64.27%). From this workforce, male civil servants comprise 175,281 (65.12%) and female civil servants constitute 93,890 (34.88%). The results point to relatively younger civil servants' population in the region. This workforce may fit to performance-related promotion as compared to seniority-focused promotion since they are less experienced in the public service. One could also conclude that majority of the employees are youthful and they could continue with the civil service for many years if properly handled. This young workforce can also bring change and transformation if properly educated and developed since young people usually accept change, are energetic, motivated and have ambition, and can also contribute for overall transformation of the region.

The analysis of the human resource data of the region in general shows that the implementation of strategic human resource plan is largely good. It shows that the overall regional human resource forecast is well planned. However, the data also show that the regional sectors did not have human resource plan which is properly aligned with the organizations' strategic human resource plan. In addition, most of the sectors also focused on filling the supportive and lower level positions rather than professional ones which are highly needed by the sectors. The civil servants also improved their educational levels by using the educational opportunities of the government and more by their own efforts. The regional civil service also recruited many fresh university graduates in the last years.

In general, when the human resource of the region is considered until 2016, more than 50% are diploma and below, and women are also under represented. Hence, human resource development aimed at improving the educational levels and improving the capacity of the civil service and improving the representation of female in the regional state's civil service should be given due emphasis.

4.5. Employee Mobility

A workforce that feels mistreated may look for options and may also depart from the organization by non-attendance and turnover or show low commitment to the organization. This may adversely affect the organization's continued existence or at least obstruct its achievement because an essential differentiating for competitive advantage of an organization is the organization, its staff, and how they perform (Burma, 2014). So, it is essential that organizations implement HRM practices that make best use of their human resources. This also shows that the human resource of an organization has high impact on the performance of an organization. This is also achieved by minimizing employee turnover through application appropriate human resource management in the institutions. The following table summarizes reasons of employee turnover in the Oromia regional sectors.

Table 3: Comparison of employees' turnover in 2015 and 2016

Reason	2015			2016			Comparison		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Retirement	757	161	918	842	187	1029	11.22	16.15	12.09
Illness	45	34	79	166	38	204	268.89	11.76	158.23
Death	288	115	403	312	131	443	8.33	13.91	9.92
Discipline problem	124	12	136	151	19	170	21.77	58.33	25
Capacity Problem	58	27	85	33	23	56	-43.1	-14.81	-34.12
Resignation	4375	2013	6388	2887	1307	4194	-34.01	-35.07	-34.34
Transfer	4724	2337	7061	3832	1898	5730	-18.88	-18.78	-18.85
Appointment	901	174	1075	676	182	858	-24.97	4.59	-20.18
Structural change	604	193	797	248	121	369	-58.94	-37.30	-53.70
Unknown reasons	676	276	932	443	85	528	-71.33	-127.75	-37.36
Grand Total	12552	5342	17874	9590	3991	13581	58.98	-128.97	6.97

Source: Oromia Public Service and Human Resource Development Bureau (2016)

Based on the data presented on Table 3 above, the major reasons for employees to leave their organizations in both years are individual employee's decision to resign and transfer. Significant number of employees also leaves the organizations with the unknown reasons. These unknown reasons may also be added to resignation and transfer. Employees may decide to resign to leave the organization and want to be transferred to the other organizations due to lack of proper management or lack of good governance in their organizations. Hence, human resource management in the region needs due attention by the regional government.

4.6. Salary of Employees

According to the human resource report of the PSHRD bureau of Oromia, majority (more than 70%) of the employees of the regional state earn less than 3000.00 birr per month. This may have a negative effect on their

motivation and commitment which also affects their contribution in the social change expected in the region.

Organizations need to focus on designing mechanisms by which their human resources systems can contribute to the success of their organizational goal (Burma, 2014). This is because success in modern organizations highly depends on human resources of organizations who can generate innovation, speed and flexibility for organizations rather than economies of scale, and access to capital. In today's organizations, novelty, flexibility, and speed are considered as the sources of competitive benefit that are mainly resulting from organization's personnel. Therefore, motivating the human resource of organizations is critical issue for human resource managers and leaders.

Table 4: Salary of employees in 2015/16 in Ethiopian Birr

Below 1000			1000 – 1999			2000 – 2999			3000 and above		
Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
4063	2618	6681	7931	5689	13620	5179	1376	6555	1915	387	2302

Source: Oromia Public Service and Human Resource Development Bureau (2016)

According to the human resource report of the Public Service and Human Resource Development bureau of Oromia, majority (more than 70%) of the employees of the regional state earn less than 3000.00 birr per month. Only 2.2% of the civil servants of the regional state earn 4000.00 birr and above. This may have a negative effect on their motivation and commitment which also affects their contribution in the social change expected in the region.

Interviews made with senior experts and middle level managers also reveal that there is politicization of the civil servants in Oromia regional state's public administration and there is interference of politicians in routine activities of professionals. This may also affect the performance of the human resource of the region. Politicians also frequently influence higher-level appointments. Hence, it is necessary and better if politicians kept their distance.

Interview and focus group discussion results also show that employees are not committed to their work due to poor benefits, payment difference for similar qualifications, experience and specializations, poor health and safe working environment and excessive politicization of the civil servants. Improving the working environment for the employees, de-politicization of the civil service by focusing on the merit system rather than political loyalty, and applying equal pay for similar work are among the areas that need improvement in the regional state's sectors.

5. Summary and Conclusion

This study followed a descriptive survey and depicted changes realized and challenges encountered in relation to human resource management and utilization in Oromia regional state. The Oromia regional level sectors/offices were included in the study. The study focused on analysis of two-year report of human resources of sectors at all levels of the regional state and interview of key informants which were purposely selected because of the relevance of their organization and their activities.

The findings indicate that human resource recruitment plan for the year 2016 was the by far higher than the plan. This shows that the human resource planning has a problem. Therefore it is important for the regional sectors to have SMART human resource plans. Recruitment of higher level professionals especially MA/MSC/LLM is by far very less as compared to the lower level employees such as below diploma holders. Hence, the higher level professions need to be given focus by the regional government. Hence, when we match the status of human resource of the region with different reform programs and good governance packages to be executed in the sectors of the region, it is very difficult to expect high performance in the government institutions. It can be inferred from the data that the implementation of the reform could be adversely affected by weak capacity of human resources.

In addition, when we see the capacity of human resource to apply technology, the civil service organizations of the regional state with this low level of educational qualifications, public sector reforms could not be properly implemented and could not bring transformative changes. So, the public sector may bring only incremental changes instead of paradigm shifts. Therefore, the public administration of the region should focus on planned and systematic human resource development in the region because the situation in which majority of the employees is not well qualified severely hampers the performance of the sectors.

In general the data show that the implementation of strategic human resource plan is largely good. It shows that the overall regional human resource forecast is well planned. However, the data also show that the regional sectors did not have human resource plan which is properly aligned with the organizations' strategic human resource plan. In addition, most of the sectors also focused on filling the supportive and lower level positions rather than professional ones which are highly needed by the sectors. The civil servants also improved their educational levels by using the educational opportunities of the government and more by their own efforts.

When the human resource of the region is considered until 2016, more than 50% are diploma and below, and women are also under represented. Hence, human resource development aimed at improving the educational

levels and improving the capacity of the civil service and improving the representation of female in the regional state's civil service should be given due emphasis. Hence, human resource management in the region needs due attention by the regional government.

Majority (more than 70%) of the employees of the regional state earn less than 3000.00 birr per month. Only 2.2% of the civil servants of the regional state earn 4000.00 birr and above. This may have a negative effect on their motivation and commitment which also affects their contribution in the social change expected in the region. In today's organizations, novelty, flexibility, and speed are considered as the sources of competitive benefit that are mainly resulting from organization's personnel. Therefore, motivating the human resource of organizations is critical issue for human resource managers and leaders.

The study also reveals that there is politicization of the civil servants in Oromia regional state's public administration and there is interference of politicians in routine activities of professionals. This may also affect the performance of the human resource of the region. Politicians also frequently influence higher-level appointments.

Results also confirm that employees are not committed to their work due to poor benefits, payment difference for similar qualifications, experience and specializations, poor health and safe working environment and excessive politicization of the civil servants. Improving the working environment for the employees, de-politicization of the civil service by focusing on the merit system rather than political loyalty, and applying equal pay for similar work are among the areas that need improvement in the regional state's sectors. Hence, it is necessary and better if politicians kept their distance.

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