

A Study on Policy, Practice and Challenges of Staff Employment in Ethiopian Ministry of Transport

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ABSTRACT

The main aim of this study is to assess policy, practice and challenges of staff employment and to suggest possible solution that contributes to reduce the problem in the Ethiopia ministry of transport. In order to carry out the study, qualitative research approach was applied. The study used descriptive survey design in order to assess policy, practices and challenges of staff employment in the Ministry of Transport. To collect necessary data for the study, interview, focus group discussion and document analyses were used as data gathering instruments. The primary data sources were 15 senior experts of human resource management departments on the other hand, secondary sources of data were used which includes books, Federal civil servant proclamation and documents related to the problem under study. The findings reveal that even if there is needs assessment but the implemented is not aligned with seated criteria and planed time schedule there is a practice of HRP in the ministry. Besides, there is a gap between what manpower needed for overall structure and what man resource available at present to achieve the intended objective and in preparation of HRP even if some concerned bodies was participated but not supported with sufficient budget.

Key words; policy, staff, employment, ministry, Transport

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I. INTRODUCTION

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

To a very large extent, the nation's ability to achieve its goals through public administration depends upon the performance, honesty and motivation of public employees. Although we think in terms of institutions and principles, in the final analysis organizations and governments are not charts and words on pieces of paper; they are made up of people and it is necessary to somehow organize the conditions of their employment (Robert. L. Mathis, John. H. Jackson 2010).

The enormous and diverse roles of government is planned and exercised to a large extent by the public employees, the civil service. As the role and activities of modern government are very large and complex in nature, so are the size and nature of the civil service. Public administrative jobs range from the exploration of outer space to sweeping of the streets; some have a nationwide impact; others have virtually no responsibility for policy making and simply carry out the mundane governmental tasks. Public administrators are doctors, lawyers, scientists, engineers, accountants, budgeters, personnel officers, managers, clerks, typists, manual laborers and individuals engaged in a host of other occupations and functions. Furthermore, these diversified groups of people come from different cultural, geographic and ethnic background.

The management of these diversified civil services which are crucial in the national development is one of the major components of human resource management. It is necessary to strengthen the justice system.

So civil servant law must be implemented as to give civil servants better protection and to ensure the effective and efficient use of human talent to accomplish organizational goals.

Thus, this Study focuses on examining policy, practice and challenges of staff employment in ministry of transport in order to identify the main problems which adversely affect the employees and to suggest possible solution to the existing problems.

II. STATEMENT OF THE PROBLEM

Whenever effective and efficient use of human talent human resource management is raised as an issue, the human resource management is the designing of formal system in an organization to ensure effective and efficient use of human talent to accomplish organizational goals and it a planned approach to establish motivated and developed staffs which can and will give their best support to achieve organizational mission.

The human resource management performance depends on sound compensation, recruitment and selection, performance management, organizational development, safety and wellness, employee motivation, communication, administrative support and training practice. However, low morale, high turnover, extreme civil service salary bills and the poor service quality are widespread in the government administrations fail to pool, maintain and motivate high quality civil servant. The law and regulations of human resource management fulfils the requirement of transparency when the criteria used for compensation, recruitment and selection, performance management, organizational development, safety and wellness, employee motivation, communication, administrative support and training are made known to the public and are open to inspection. In the course of the study, an attempt was made to answer the following basic research questions:

1. What are the major challenges faced during employment of human resources in Ministry of Transport?
2. To what extent the human resource planning, recruitment, and selection used based on civil servant proclamation, rules and regulation in Ministry of Transport?
3. What are the methods and criteria that are used in human resource planning, recruitment, and selection of staff employment in Ministry of Transport?
4. To what extent induction or orientation takes place for new employees in ministry of transport?

III. OBJECTIVE

3.1 GENERAL OBJECTIVE

The general objective of this study is to assess policy, practice and challenges of staff employment and to suggest possible solution that contributes to reduce the problem in the ministry of transport.

3.2 SPECIFIC OBJECTIVES

The study will attempt to:

1. To examine to what extent the human resource planning, recruitment, and selection used based on civil service proclamation, rules and regulation in Ministry of Transport.
2. To identify the methods and criteria that used in human resource planning, recruitment, and selection of staff employment in Ministry of Transport.
3. To what extent induction or orientation takes place for new employees in ministry of transport?

IV. SCOPE OF THE STUDY

This study was conducted to investigate policy, practice and challenges of staff employment in Ministry of Transport FDRE. In the Ministry of Transport there are 13 federal institutions accountable for Ministry of Transport. In order to make the study feasible and manageable, this study was delimited to Ministry of transport.

V. RESEARCH DESIGN AND METHODOLOGY

5.1 RESEARCH METHODOLOGY

In order to carry out the study, qualitative research approach was applied. The study used descriptive survey design in order to assess policy, practices and challenges of staff employment in the Ministry of Transport.

5.2 SOURCE OF DATA

In this study, both primary and secondary sources of data were used. The primary data sources were three (3) male and two (2) female human resource management core process owner and human resource experts. The other group consists of six (6) male directorate director, experts and supportive staff and four (4) female experts and supportive staff totally 15 ministry of transport employees. They were selected as primary sources of data because they can provide first-hand information for the study. On the other hand, secondary sources of data were used which includes books, Federal civil servant proclamation and documents related to the problem under study.

5.3 INSTRUMENTS OF DATA COLLECTION

To collect necessary data for the study, interview, focus group discussion and document analyses were used as data gathering instruments.

5.3.1 INTERVIEW

One set of interview was prepared in English language which contains structured interview to gather relevant data from each employee about the policy, practice and challenges of staff employment. The interview permits greater depth of response which is not possible through any other means. Thus, the purpose of the interview was to collect more supplementary information. The interview questions mainly focus on policy, practice and challenges of staff employment in ministry of transport, FDRE. With this in mind, interview was conducted with (3) male and two (2) female human resource Management core process owner and experts. For the purpose of this, structured interview was prepared for the above stated respondents, because the interviewee is asked some very general questions and he/she may reply to these questions in any way he/she likes. In this type of interviews, the interviewee is encouraged to express his/her ideas and feelings freely.

5.3.2 FOCUS GROUP DISCUSSION

The other data collection instrument in this study was focus group discussion. Focus group discussion questions were prepared in order to provide the reasons for their responses. Thus the purpose of the focus group discussion was to collect information in various ways about policy, practices and challenges of staff employment in the ministry of transport.

VI. PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter deals with data presentation, analysis and interpretation which are collected through interview and focus group discussions from some selected directors, team leader's experts and supportive staffs. The purpose of the study is to investigate policy, practices and challenges of human resource employment. The study was conducted in ministry of transport. The data which are collected gathered through focus group discussion and interview were analyzed qualitatively to provide answer for the basic research question set in the study.

6.1 BACKGROUND INFORMATION ABOUT MINISTRY OF TRANSPORT

As per Article 23 of the proclamation no. 691/2010 Ministry of Transport re-established. Its mission is Building the capacity of the sector; leading and backing the participation of the private sector as well as scaling up efficient and fruitful transport network in an equitable manner across the nation within a short period of time.

In our country the transport sector is a large working environment in which the road transport, air transport, marine transport and rail transport are functional. However, the dominant mode of transport is road transport, having a share of 90% in transporting passenger and cargo transports across the country.

In view of this and to respond the high demand of transport in the country, a large construction of roads is being conducted throughout the country both by the Ethiopian Roads Authority and other government entities. In line with this, private participation is also being encouraged to be evolved in the road expansion. And by both efforts a distinct performance is achieved to create facilitation of roads and road transport, liaisoning local towns, peoples, industries, and liaisoning with neighboring countries for import export facilitation in the country.

Ameliorating the standard of roads is vital for the country. It reduces the hazards being escalated in our vehicles. In the country though the number of vehicles are not numerous as compare to the developed countries the last few years saw a devastation of human and materials, making our country the top one in such hazards in the world. This needs a profound study to know the cause and address the problem which is persisting so that the devastation can be lesser or avoided.

The other mode of transport is the Ethiopian Air Lines – serving people local and abroad, with a motto Africa's link to the world. This airline remains as one of the best airline in Africa and continues to be a reputable enterprise in the world. It serves in more than 25 airports locally and above 48 international links such as in Africa, Europe, Middle East and America. With the aim to meet the increasing demand of the people it is expanding its links with the world through its available aircrafts and additional leased jets like the air bus, which is recently in use. It has a capacity of 364 people to carry. Being proactive to the coming fierce competition the airline is changing itself with the world progress to remain lucrative and viable enterprise.

Likewise, the Ethiopian Civil Aviation Authority is a regulatory organ which oversees the air traffic and makes international agreements pertaining to the air transport. Similarly, the Ethiopian Airport Enterprise is a newly formed operator entity working in the area of expansion of air ports and terminals.

Another existing mode of transport is the Ethio-Djibouti railway transport. It is an old means of transport. But, recently the new railway completed in 2017, the Ethiopian-Djibouti railway has been an enormous success, transporting passengers and good across the 759 km journey and boosting Ethiopia's import-export sector.

The fully –electrified line does not only benefit the economy but also makes traveling way more convenient for people. It used to take 3 days to move from Addis Ababa(Ethiopia's capital city) to the red sea

port of Djibouti. The new trains only take 12 hours. It is only natural that locals and tourists on Ethiopian visa alike want to take advantage of this new fast transport.

In the country there is also another transport - the shipping transport. This is a marine transport serving across the world. It continues to work in import export and coastal carrier services through its 8 ships being competent in the stiff competition of the globe. In addition to this, the marine and transit service enterprise, as a government entity, performs cargo handling, harbor facilities and services. In line with this, private transit companies also offer similar services in the sub sector.

In order to oversee all the above mentioned transport means - except Shipping and Maritime enterprises The Transport Authority is established as regulatory body with the aim to promote an efficient, adequate, economic and equitable transport system, to ensure that public transport services are safe and comfortable, to develop domestic and international network, and so forth.

6.2 DATA PRESENTATION

In this part, the respondents were interviewed and in the focus group discussion they discussed about policy, practices and challenges. In the focus group discussion they were discussed and in the interview they were interviewed about to what extent of recruitment, and selection are done based on federal civil servant proclamation in Ministry of Transport. Besides, in the focus group discussion they discussed and in the interview they were interviewed to explain orientations of new employees. Finally, they were discussed the major challenges faced during employment of human resources in Ministry of Transport. Thus, based on the response obtained from them, the data interpretations put in the following way.

6.3 ANALYSIS AND INTERPRETATION OF DATA

6.3.1 HUMAN RESOURCE PLANNING

Human resources planning is the process of analyzing and identifying the needs for and availability of human resources so that the organization can meet its objectives (Robert. L. Mathis, John. H. Jackson 2010). The main purpose of HRP is to support the organization's objective of securing a competitive advantage. Donald Burr, the Founder of People Express, set out a long-term HRP at a early stage of his company's development to stay non-union, pay lower salaries, and have broad job Categories and work within teams. This has led the organization to compete successfully through lower people costs and has given a sustained competitive advantage Ulrich (cited in John Stredwick, 2005).

With this in mind the researchers were inspired to examine practices of human resource planning in ministry of transport, the interviewees as well as participants of focus group discussion were asked to what extent human resource forecasting of demand and supply integrated during planning in ministry of transport. They respond that the ministry have human resource plan but there is mismatch between HR supply and demand. The federal civil servant proclamation 515/2007 states any government institution based on its strategic plan shall prepare and implement short, medium and long term human resource plan. This gap is happened due to lack of Assessing current human resources, demand forecasting, Supply forecasting, matching demand and supply.

Secondly, the interviewees as well as participants of focus group discussion were asked to explain to what extent human resource need assessment has been done in ministry of transport. They respond that there is human resource planning through collecting need assessment from each directorate but sometimes there is a gap on the implementation regarding alignment with need assessments. Thus, indicated that there is some misunderstanding about the importance of need assessment.

Thirdly, interviewees as well as participants of focus group discussion were asked to describe to what extent used equal payment to equal job in ministry of transport. Interviewees and focus group discussion participants respond that the ministry is guided by civil servant proclamation 515/2007. The proclamation states all positions of equal value shall have equal base salary. They replied in the ministry of transport it is not practical rather it is on blue print. There is high salary difference between experts to experts and as well as directorate to directorate which have equal status .i.e Public relation directorate experts and director of directorate salary is very high compared with other directorates. They confirmed that a person who has first degree in management and with having three years of working experience, assigned as human resource expert this monthly salary is not above 4000 Ethiopian birr, whereas the person who has similar educational background and work experience assigned in the position of public relation expert this monthly salary is more than 6000 birr. This shows high difference in salary without reasonable justification. In addition to this, they replied that most of the employees leave the organization due to job dissatisfaction on salary. As they justified there are 362 positions and only half of positions occupied the remaining positions are vacant even though the positions need employee. The ministry should compete with other federal institutions regarding the salary of employees. The ministry salary scale is low relative to other federal organisations, whereas the other organizations salary scale is attractive. Due to this reason, turnover of employees in the organization is very high. The ministry to achieve its

mission effectively and efficiently utilization of human power is important. But sometimes there is a gap to concern about human power.

Finally, the interviewees as well as participants of focus group discussion were asked the extent of attraction and retention of employees in ministry of transport. They respond that retention and attraction of man power in ministry of transport is somehow there is an initiative but practically there is no implementation as per the plan. What researcher understands from the discussion was no allowance shall be paid for the purpose of carrying out the functions of the civil service and the employees need career growth.

6.3.2 EMPLOYEE RECRUITMENT

Recruitment is an important part of the acquisition aspect of human resources management. It is the process of finding the right person for right position at the right time. It is concerned with identifying and attracting a pool of qualified candidates to fulfill human resource is very depended on the quality of recruits. The process begins when new recruits are sought and ends when applications are received.

With this attention, the researchers were inspired to investigate how employee recruitment takes place in the ministry of transport. Accordingly, Human resources Management Directorate, the organization uses two sources of employment recruitment. i.e. Internal and external sources of recruitment and the organization gives priority to internal sources of recruitment especially for promotion and transfer. As the directorate informed, if the organization had not get employees within the organization forced to use external sources of recruitment through using advertisement and referral. Besides, the organization stimulates candidates from educational institutions the positions which have no intensive labor force in the market especially for logistics and shipping positions.

The interviewees as well as participants of focus group discussion were asked to what extent of recruitment conducted based on human resource planning. They respond that even though some problems on well planning strategy there is employee recruitment. They confirmed that the ministry plan to recruit employees once in a year.

The interviewees as well as participants of focus group discussion were asked to what extent following the necessary steps, federal civil servant proclamation 515/2007, and rules in recruitment of employees. In addition to this, they respond that the ministry uses two sources of employment recruitment Internal and external sources of recruitment. The ministry uses external sources of recruitment through using advertisement and referral and internal sources of recruitment by using job posting for promotion and transfer. The ministry most of the time uses current employee referral ways of recruitment and they confirm that it is network of individual. This led to informal gossip of employees.

Besides, the interviewees as well as participants of focus group discussion were asked to explain to what extent advertised the existing vacant position. They respond that the organization advertised notice in different ways such as job posting, using notice board, newspaper and soon.

6.3.3 EMPLOYEE SELECTION

Ivancevich.J.M.(2004) selection is the process by which an organization chooses from a list of applicants the person or persons who best meet the selection criteria for the position available, considering current environmental conditions.

Selection is very much a process of deselecting, that is, gradually eliminating candidates until finally one is left on the list for a vacancy. (Sometimes there is nobody left on the list and the process has to be started again.) No one has yet identified any one single watertight process of selecting a candidate that is totally infallible.

Putting in to consideration, the researchers were enthused to probe how employee recruitment takes place in the ministry of transport. The interviewees as well as participants of focus group discussion were asked to state to what extent following the necessary steps, federal civil servant laws; proclamation, rules and personnel policy in selection of employment. They responds that the ministry selection process in somewhat follow federal civil servant rules and regulation.

In addition to this, the interviewees as well as participants of focus group discussion were asked to describe to what extent employed qualified man power in ministry of transport. They responds that qualified employees selected, but most of best employees they did not stay for long time in the organization because of the level/amount of salary.

Finally, the interviewees as well as participants of focus group discussion were asked to mention to what extent using selection techniques has been done in ministry of transport. They responds that the organization uses for selection of best candidates through written exam and interview. This shows that the ministry uses selection techniques effectively, but most of the time, the organization used referral ways especially the positions which have no labor intensive in the market.

6.3.4 EMPLOYEE INDUCTION/ORIENTATION

Orientation is a means of familiarizing new employees with their jobs, responsibilities, organizational policies, coworkers and other key aspects of the organization as a whole. This includes the clarifying the organizational vision, mission and goals (ManmoanJoshi 2013).

Underlining the point, the researchers were inspired to look into how employee recruitment takes place in the ministry of transport. The ministry of Transport Human resource management directorate described there is an induction to new employees, whereas the interviewees as well as participants of focus group discussions were asked to clarify to what extent orientation for new employees' takes place in ministry of transport. They respond that absolutely we can say that no well-organized induction takes place to new employees but some senior experts do by themselves the activity. They exemplify themselves due to lack of awareness about the organization, they do not socialized with employees in short period of time.

VII. Summary, Conclusions And Recommendations

The purpose of this unit is to summarize the major areas covered by the study and to draw conclusions based on the major findings. At the end, possible recommendations were forwarded to alleviate the challenges of staff employment.

7.1 SUMMARY OF THE FINDINGS

Based on analysis and interpretation of data the following is summary of findings;

7.1.1 HUMAN RESOURCE PLANNING

- The interviewees and the focus group discussion participants confirmed that the strategic thinking of human resource planning has some gaps which is to be improved.
- The interviewees and the focus group discussion participants generalized that human resource need assessment conducted in every year. But sometimes it is not pertinent in practices.
- There were no adequate efforts that have done so far in human resource planning in retention and attraction of well trained and experienced employees.

7.1.2 RECRUITMENT

- There was absence of well-organized pre recruitment plan in ministry of transport.
- Based on the existing necessary rules, regulations, steps and procedures in staff recruitment were same what well done.
- Advertising of vacancies notices was done very well.
- The degree of employing those qualified individual was not at risk.

7.1.3 SELECTION

- There was a good way of selection of best candidates.
- The organization uses only written exam and interview techniques to select qualified candidate.
- During selection of employees the organization follows federal civil servant rules and regulations.

7.1.4 ORIENTATION

- Familiarizing of new employee in the organization is ignored. Orientation for new employee is crucial, but the organization left it.

7.2 CONCLUSION

Manpower; particularly skilled manpower is an engine for every institutional development in the country and particularly in the federal level. So, utilization and accurate management of it should gain attention of concerned bodies exceeding all. The overall objective of this research was to examine the Policy, challenges and practices on Employment of Human Resources (HRP, recruitment, selection and Induction) in ministry of Transport. To the achievement of the seated objective the researchers consumed descriptive or survey researcher design. The researchers tries to analyze the data that have been collected from secondary through critical looking of the organizations documents and primary sources from interview and focus group discussions from some selected directors, team leader's experts and supportive staff's ministry of transport. The findings reveal that even if there is needs assessment but the implemented is not aligned with seated criteria and planed time schedule there is a practice of HRP in the ministry. Besides, there is a gap between what manpower needed for overall structure and what man resource available at present to achieve the intended objective and in preparation of HRP even if some concerned bodies was participated but not supported with sufficient budget. On the other hand, recruitment issues the staff members said that the ministry plan to recruit employees once in a year but they put evidence in the starting from next fiscal year the organization plan to recruit employee two times. The ministry did not able to recruiting various skilled professionals because the salary was not attractive to stimulate best candidates and there is no any allowance shall be paid for the purpose of carrying out the functions of the civil service and some employees and few department heads felt unhappy because of the heterogeneous salary between governmental organizations.

As the staff members said selection is takes place based on the existing necessary rules, regulations, steps and procedures.

The researchers were inspired to look into how employee induction/orientation takes place in the ministry of transport. The ministry of Transport Human resource management directorate described there is an induction to new employees; however, participants of focus group discussion were said that no sufficient induction takes place to new employees. They exemplify themselves due to lack of awareness about the organization, they do not socialized from ministry employees in short period of time.

7.3 RECOMMENDATIONS

Based on summary and conclusions drawn, the researcher forwarded the following recommendations;

1. The ministry must develop clear and transparent criteria and guide lines in which the function and responsibilities of each entity demarcated or realize existing one to the same case.
2. The ministry should Place qualified and experienced man power that can handle the recruitment and selection process as to employee qualified and competent employees for the ministry.
3. The ministry must Prepare a clear and easily adaptable rules and regulations based on the existing human resource management policies for recruitment and selection or design.
4. They ministry should improve employees salary scale and incentives to retain employees.
5. The ministry must prepare well plan of human resource employment.
6. The ministry must Plan to give orientation for new employees

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