Full Length Research

Human Resource Development Practices and Challenges in Public Sector: Evidence from Selected Regional Public Sector Bureaus in Tigray Region, Ethiopia

Simachew Amare Zewdie

Lecture at Department of Civics and Ethical Studies, Injibara University, Ethiopia. Email: simachewamare@yahoo.com ,
Phone: +251912811903

This study was conducted to assess Human Resource Development (HRD) practices and challenges in the selected Regional Public sector Bureaus in Tigray Regional State, Ethiopia. Mixed research approach with descriptive cross sectional survey was employed. A sample of 171 respondents was selected through simple random sampling technique to collect data through questionnaire. Besides, FGDs and interview were used to breadth the information. Data were analyzed and interpreted using descriptive statistics based on SPSS 16.0 and qualitative technique. The finding of the study showed that the employees have good awareness towards HRD concepts and they were able to relate those concepts with HRD. However, as the results proved the sector bureaus were not in a good track in practicing training and development, career development, organizational development and performance appraisal. As the finding also indicated that the sector bureaus were not in a way that doing personal analysis and encountered by variety of challenges in the practice of HRD. Generally, based on the findings evidenced the sector bureaus did not have good HRD system. To minimize problems in the practice of HRD first and foremost, in the sector bureaus, HRD should get due attention since it is an engine for other resources. In Meeting HR need, the HRD practices should also focus on career development and post training evaluation should be exercised in order to increase the effectiveness of the program. Moreover, to overcome the challenges of HRD practice there is a need for skilled human and financial resources, to differentiate high and low performers by using performance criteria and providing the necessary technical and interpersonal support to make HRD process more sustainable.

 Key words: challenges, human resources, human resource development, practices

INTRODUCTION

According to Jacobs and Jones (1995), human resource development (HRD) is a continuous process which matches human knowledge and skill with organizational objectives. Charles (2006), argued HRD as the integrated use of training and career development efforts to improve individual and organizational effectiveness. HRD also develops key competencies that enable individuals to perform current jobs and that will allow them to adapt quickly to new challenges and opportunities (Anyim et al., 2011). A study by Kebede and Sambasivam (2013) stated that, the strategic value of HR stems from the fact that resources used in a course of production is endowed with discretionary decision-making of other resources. According to Werner and Desimone (2006), HRD practices such as training and development, career development, organizational development and performance appraisal are vital to every organization.   Moreover, Isaac (2013), asserted HR criticality for combination of other resources in a right mix and to formulate appropriate strategies to achieve organizational objectives. Hence, the strategic use of HRD is one of the most important factors for organizational performance.

As Stephen (2009), the main purpose of HRD is to develop employees' skills and competences in line with organizational objectives there need to be a feasible transfer of development programs in to workplace. A study by Andersen (2007) stated that learning organizations have become kind of collective term for development strategies that attempt to create consistence between employees' competence and development of institutions. Bertucci (2006) outlined that governments should aim at building learning organizations to fasten service delivery and they need to identify salient human talents and skills in the strategic manner.   Moreover, Swanson and Holton (2009) examined HRD as the combination of training and development, organizational and career development efforts that help to improve organizational effectiveness. Thus, the complexity nature of the entire globalization process, gave rise to lead dependence on HR which is creative factor of new value to the public.

According to Durkovic (2009), the world's well developed and LDCs are redesigning their developmental goals and strategies toward the domination of HR to exploit natural and financial resources and provide the required services to the public. Study by Saad et al. (2013) revealed that developed countries have good HRD performance through training and development and career development and have clear awareness how HRD facilitates the organizational activities compared with the developing ones. Moreover, studies have been conducted in relation to HRD for example, (Ashkezari & Aneen, 2012; Habib, 2012; Saraswathi, 2010 & Sundarajam, 2009) in LDCs. Their findings showed that HRD has been encountered by problems like: lack of training and career development, limited organizational development, lack of effective performance appraisal, lack of employees' motivation and awareness, lack of clear strategies and limited managerial capacity in the public sector.

As CIPD (2006), the public sector in Africa has been impeded by different challenges to modernize services to diversified needs of the public. Wachira (2012) identified critical challenges hindering HRD in the continent like: paying attention for professional development, allocating sufficient budget, aligning HRD to strategic priorities, promoting learning culture.   Besides, Habib (2012) outlined challenges of HRD in Africa as developing comprehensive HR strategy, promoting a positive working environment, accepting modern technological changes and promoting positive work force attitudes.

Having these facts, when we come to Sub-Saharan African countries' context there are challenges like lack of training and in the development of skills and the ability to make use of the available human resources (Anyim et al., 2012). It can be argued that in the Sub-Saharan African region public sector needs to increase the skilled labor pool and to develop communities. This involves the fusion of human resource development strategies and policies that will be suitable for developing socio-economies in the region and fasten service delivery.

Coming to Ethiopia, the government recognizes that good sector policies depend on building HR capacity if it to be implemented successfully as proposed time. In 2001, the country launched a broad National Capacity Building Program (NCBP) which is an extremely wide ranging and encouraging program which needs commitment from all public sectors to upgrade employees' potential (Adebabay & Perkins, 2010). The government identified inter-dependent programs which led to the creation of a Federal Ministry of Capacity Building (FMCB) to coordinate and provide strategic guidance to the overall programs especially, HRD. However, as an empirical study conducted by Gebrekidan (2011), the Ethiopian civil service faces inefficiency and poor service delivery resulting from limited focus on HRD. Therefore, different investigations are needed why this so.

STATEMENT OF THE PROBLEM

Since, every organization is made up of people developing their skills, motivating them to high level of performance and ensuring that they continue to maintain their commitment is essential to achieving organizational objectives (Abdullah, 2009). Once employees have been recruited and selected the next important step is to help them on converting their abilities into skills that contribute

to the organization's goals (Kebede & Sambasivam, 2013). To undertake this, the important issues should be taken in to account whether or not the need is assessed, an objective is established, and the program is well implemented and close supervision and follow up in the proper functioning of HRD (Getahun, 2007).

However, ineffective practice of HRD can result different problems such as reduced employees' aspiration to learn and apply new skills, decrease employees' productivity, low morale, higher employee turnover and low performance of organizations (Edgar & Geare, 2005). Hence, problems in HRD systems raise when the capacity building practices are failed to accommodate the organizational and employees' needs. So, in improving organizations' and employee's satisfaction is vital through upgrading the skills, knowledge and attitudinal behavior of employees in the organizational setting is vital (Edgar & Geare, 2005).

According to Federal Civil Service Proclamation No. 515/2007, in Ethiopia, HRD is the critical issue to deliver the required service to the public. Therefore, there is the need of strong advocacy work on HRD in the civil service. This is, because the implementation of government policies and strategies is highly dependent on competent, qualified and skillful employees. When the capacity of the civil service to discharge its responsibility is low in HRD, the implementation of government policies and strategies will fall in a trap. Hence, effective practice of HRD is the cornerstone for institutional building at all levels of public sector to enhance performance.

According to Markos (2013), the public sector reform program in Ethiopia has shown some improvements particularly, in the areas of civil service provision both at federal and regional level. However, the reform program is entangled with different challenges such as lack of accountability, transparency, and low level of HRD. From these challenges HRD is the one that cripples the capacity of the implementation process and participation from the side of different stakeholders in public sector. Abebe (2008), also in his study on human management function decentralization at SNNP revealed that little attention is put on HRD function because of lack of proper training and development in public sectors. Likewise, Adebabay (2010) and Gebrekidan (2011), in their respective systematic review in some federal public sectors outlined that HR for effective implementation in public sector in the country is not as required and forwarded studies need to be conducted in other areas.

Moreover, other empirical study also conducted by Aliyou (2005), in Amhara, Dessie in public sectors in relation to decentralization of human resource management. However, in this study issues like performance appraisal, how HRD is practiced and critical challenges were not clearly addressed. Coming to the study areas, as to the knowledge of the researcher there is no research conducted in relation to the practices and challenges of HRD. Thus, the existence of such limited researches throughout the country and absence of studies in the study areas initiated the researcher to raise the issue under consideration. Therefore, this study tried to fill the existing gaps by assessing the practices and challenges of HRD.

OBJECTIVE OF THE STUDY

General Objective

The overall objective of the study was to assess the existing human resource development practices and challenges prevailing in the selected public sector bureaus in Tigray Region.

Specific Objectives

The specific objectives of the study include:

1.   To portray the status of the employees' awareness towards the concepts of human resource development practices in the selected sector bureaus.
2.   To assess the current human resource development practices in the study areas.
3.   To explore how human resource development is administered in the selected sector bureaus.
4.   To identify the challenges encountering the practice of human resource development in the selected sector bureaus.

REVIEW OF RELATED LITERATURES

An Overview of Human Resource Development

According to Singh (2012), HRD implies that the talents and energies of employees in an organization as potential contributors in turn this has a critical role for the creation and realization of the organization's visions and goals. It is also the process of increasing knowledge and capacities of the people in a given organization. As McLean (2001), HRD is conceptualized as any process or activity either short or over the long term that helps to develop employees' work based knowledge, expertise, productivity, and satisfaction for personal, organizational, community and country at large. Based on Singh (2012), in the national context, HRD is considered as a process by which the people in various groups are helped to get new knowledge continuously and make them self-reliant.

HRD is continuous process with a set of systematic and planned tasks in which organizations design to provide its members with opportunity to learn necessary skills to meet short and long term organizational goals (Harris et

al., 2006). Bhupendra (2009) also indicated that, HRD as a systematic and planned activity includes training and development, career planning, and performance appraisals for organizational development. Similarly, Harris (2008) described HRD as well organized learning activity to improve organizational performance and personal growth organized by an organization. As Matthews et al. (2000), though the existence of automated activities in the organizations worldwide human resource development is a prominent issue to adapt the real experiences what are going on. Thus, HRD is a subject playing paramount significance at a national level and it is much more of impressive issue that due attention should be given by both developed and developing countries to attain organizational development through modernizing its employees' skills (Michael, 1995).

Components of Human Resource Development Practice

To attain a total all-rounded development HRD is important for matching the individual skill with organizational needs (Jacobs & Jones, 1995). HRD promotes dignity of employment in an organization and provides opportunities for teamwork and personal development need for a career development. Hence, Singh (2012) found that a well-planned system is a central part of HRD in every organization. HRD components which are important for better functioning of a given organization are the following:

Training and development: According to Khan (2012), training involves providing the employees the knowledge and skills needed to a particular current job or task while development is preparing employees for future work responsibilities, increasing capacities and help them to perform their current job. Hence, a competitive success of an organization is achieved through the skills and potentials of the people that they possess (Leimbach et al., 1998).

Career Development (CD): Kebede and Smbavasima (2013) argued that no HRD function can be acceptable to the people of any organization, if it fails to provide opportunities for individual employees to have bright career prospects. It is for the purpose of HRD integrating career planning and development with it. Proper career planning also leads to career development. It develops the career of every individual executive, which results in adequate growth of the career of every employee (Abdulahi, 2009). Hence, successful planning is closely linked with career planning and development (Van Dijk, 2004).

Organizational development (OD): It focuses on the performance of the organization as a whole Singh (2012). According to French and Bell (1999) it is a long-term effort supervised and assisted by top managers, to improve an organization's vision, learning, and problem-solving processes. As outlined by Singh (2012), this can be done through an ongoing, collaborative management of organization culture to enhance the effectiveness of an organization and the well-being of the employees.

Performance appraisal (PA): is an important part of HRD, which enables organizations to understand where their employee stand, what is expected from them, what they actually do, where they lack capacity and how they can be updated (Boswell, 2002). PA is a review and an assessment of an employees' performance of assigned duties and responsibilities. PD serves several purposes in the organizations for instance; it provides tools for acknowledging good performance, identifying areas in need of improvement and providing guidelines to justify management decisions (Akuoko & Baffoe, 2012).

Processes of Human Resource Development practice

As revealed by Harris et al. (2006), in today's changing environment, employees at all levels need additional capacity building and opportunity to managers to develop their management thinking. In this respect, organizations are required to be engaged in continuous employees' management development programs. Harris et al. (2006) identified five HRD processes which encompass needs assessment, identify and design objectives, implementing actual programs and conducting evaluation and follow up.

Needs assessment: this is the first task that organizations to identify human resource development needs (Charles, 2006). Since human resource development is a need-oriented effort, determining the level, type and duration of the training and development is of prime importance at this stage of the process (Bhupendra, 2009). Therefore, the dominant framework for identifying organization's HRD is needs assessment focusing on organizational analysis, task analysis and person analysis.

Identify and design objectives: Once HRD needs are clearly identified, the next process is to establish objectives. An objective is a specific outcome that the employee capacity building program is intended to be achieved (Scarpello & Ledvinka, 1988).

Instructional method and media: The instructional method and media depend on the program content and in turn developed by human resource development need identification and established objectives (Werther &

Davis, 1996). The objective is to teach specific skill, provide needed knowledge, or try to influence attitudes the content, method, and media must match with the job requirement of the organization and the learning style of the participant.

Implementation of the HRD Program: As Harris et al. (2006), HRD program is aimed at enabling organizations to achieve objectives and the program is set up after having clear-cut objectives in mind. Moreover, providing answers to questions like what skills are going to be taught, what kind of employee development is sought, what long or short term objectives are proposed will determine the design and details of the programs (Chatterjee ,1995).

Evaluation and follow-up: Is the final phase of HRD program to verify the success of the program, i.e. whether employees in the program do the jobs for which they have been equipped (Bhupendra, 2009). It is most commonly interpreted in determining the efficiency and effectiveness of a program in relation to the desired goals and objectives. HRD is doing an investment in people to update their competence (Ahuja, 1988). As indicated by Milkovich and Boudreau (1991), the major reason for management investment in HRD program is that to capacitate employees to perform better to meet organizational objectives. Therefore, evaluation is a crucial mechanism to assess the effectiveness and efficiency the organization.

Benefits of Human Resource Development

Henry Ford the pioneer in the field of management states, "*Take out my building, take out my machines and all capital but leave my men with me I will become Henry Ford again*" This statement of Henry Ford highlights that human resource plays a crucial role in an organization (quoted in Wachira, 2012). In this competitive globalization HRD has immense function in meeting the challenging requirements of highly competent and skilled human resources. In this regard, component of human resource which transforms other resources to be productive can benefit the growth of the country (Gupta, 2008). Therefore, HRD fosters individual capability through practices strengthening organizational capacity to achieve a competitive advantage (Padaki, 2007). Haslinda (2009a) revealed that the purposes of HRD are said to capacitate the nature and extent of HRD activities being practiced in a given organization. Its purposes are centered on learning and performance perspective both benefiting the individual and the interests of stakeholders. In a wider sense, the purposes HRD centered on economic, social and the ethical benefits. HRD centrally focuses on training, development and learning with

organizations for individual development to achieve organizational strategies and competence.

Challenges for Human Resource Development

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

Aligning HRD to Strategies priorities: If HRD practitioners want to make an impact and help to drive the success, then they need to focus more on strategy-perhaps avoid addiction to delivery of training programs. They should seek to understand the need of the organization more in order to deliver a learning agenda that enables achievement of goals (Charles, 2006). A Strategic HRD as that development arising from a clear vision about people's ability and potential to provide competitive advantage to an organization (Ozcelik & Ferman 2006).

Building knowledge-productive learning culture: According to Harrison and Kessel (2004), the effectiveness of HRD in contributing to culture change rests on its practitioners' alertness and responsiveness. To new needs in the workplace, on their ability to raise awareness of the importance of a culture of learning. That means, in practice for managers and other employees, and on their production of relevant interventions that can form part of culture's new context. To do this, they require a deep knowledge of culture, of its historical roots, and of its typical impact on workplace behaviors and performance.

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

Upholding Cultural Values and Norms: If a developing country is to succeed in developing skills of its HR, in a way that serves its real and correct development needs most effectively, its plan must respect the cultural values and norms which people are strongly attached to (Habib, 2012). This will secure a stronger commitment on the part of those targeted by the development efforts than it would

be the case otherwise. It is therefore essential that government administrations be careful when reviewing its development options, not to ignore the fact that the attitude and reaction of people toward its HRD plan (Wachira et al., 2012).

Understanding of different needs and interests: According to (Wachira, 2012) the best national HRD plan is one that is designed to best serve the special needs and interests of the country and its sectors. Hence, national HRD planning should be objective, providing means to eventually set the stage for achievement of priorities, goals, and interests that truly make a difference as far as the fate of the country and the wellbeing of its people are concerned (Habib, 2012).

Allocating sufficient financial resources and using it wisely: Financial resources can only be available by a limited amount. But the amount must be adequate to achieve the goals of HRD. Also it is essential not to misuse the financial resources. In short, the failure to continue the HRD course of action after starting it must not be allowed. It is very important to be able to continue financing HRD at all times and regardless of volatile swings in financial budget levels (Habib, 2012).

Developing comprehensive HR strategy: As indicated by Wachira (2012), the best national HRD is one that is part of a comprehensive national HR strategy. Good national HR strategies begin with identifying national work needs and work requirements. Strategic planning is the best means through which selection can be made. Also effective HR strategy provides for HRD programs that invest in learning through training. According to Harrison and kessel (2004), the identification of training needs and policy; and the details relating to training content, scope, and overall thrust should be entirely in the hands of those who will supervise its beneficiaries.

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

Promoting positive work force attitudes toward HRD: An attitude is a psychological stand of a person in relation to an issue. National HRD programs need to be designed with recognition that members of work force

attitudes toward HRD constitute an essential factor for HRD success. As Wachira (2012), positive attitudes among members of the work force constitute a condition for absorbing the programs requirements; and that is important for smooth program execution.

Accepting modern technological changes and developments: As Wachira et al. (2012), technological advances are changing the way people doing things. Current requirements are for more professional and technical tasks and fewer activities. Therefore, national HRD programs need to be built on realization that flexibility, skills, and professionalism are essential requirements to face up to modern work challenges. Since the nature of most aspects of nowadays work requires a high level of skill and versatility HRD programs in developing countries should be committed to invest heavily in training and career development (Wachira, et al., 2012).

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

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

RESEARCH DESIGN AND METHODS

Description of the Study Area

Tigray region is located in the north part of Ethiopia and it is one of the nine regional states of the country. The total area of the region is 54,569.25 km^2. The region is administratively divided in to 7 zones (one special zone, Mekelle), 46 woredas and 763 kebeles (TCSA, 2011). In the region there are different regional public bureaus with different mandates including HRD in providing services to the public and following up the performances of the lower levels of government. The researcher selected five regional public bureaus such as: Civil Service Bureau,

Agriculture and Rural Development Bureau, Education Bureau, Health Bureau and Finance and Economic Development Bureau with a total population 1051 as the study areas by considering large man power engagement and financial aspects invested that they have a wider scope than others do (TCSB, 2013).

Research Design and Strategy

The study applied cross-sectional survey since the data were collected at one point in time from the sample respondents to describe the total population.

With regard to research strategies, the study employed both qualitative and quantitative ones. Now a day's mixed method is considered as a tool to triangulate the result of single approach through multiple methods (Johnston, 2010). The study used both primary and secondary data sources to get consolidated data so as to reach on concrete findings. The primary sources of data were collected through questionnaire from the respondents currently working in their respective sector bureaus. As part of primary sources, interviews and focus group discussions were also conducted with key informants and discussants. To supplement the primary data, secondary sources were collected through extensive review of published and unpublished documents.

Sampling Design Procedures and Sample Size Determination

Sample size to collect data through questionnaire for this research was determined by using Yamane's (1967) formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = the sample size
N = the study population
e = the level of precision
1 = designates the probability of the event occurring

Therefore:

$$n = \frac{N}{1 + N(e)^2} = n = \frac{1051}{1 + 1051(0.07)^2} = 171$$

The researcher deemed necessary to take independent sample for each regional public sector bureau to ensure equal representation because bureaus have different number of employees. Therefore, the sample size for each regional public bureau was calculated using proportion.

Data Processing and Analyzing

Following the completion of data collection data processing was conducted through filtering inaccuracy, inconsistency; incompleteness and illegibility of the raw data to make analysis very easy. To solve such problems manual editing, coding, data entry, and consistency checking were done. To analyze data both quantitative and qualitative techniques were employed. The data collected from questionnaire were analyzed through quantitative descriptive statistical tools such as percentages and frequencies, mean and standard deviations using SPSS version 16.0 computer software. While qualitative data obtained through interviews and focus group discussions were analyzed qualitatively in sentence form. Finally, the results were discussed and interpreted to draw important conclusions, recommendations and implications.

RESULTS AND DISCUSSIONS

Measuring Employees' Awareness towards HRD Concepts

Table 1: Respondents' Awareness of HRD Concepts

Items	N	Mean	Std. Deviation
Training &development	171	4.31	0.698
Career development	171	4.19	0.757
Organizational development	171	4.15	0.745
Performance appraisal	171	3.98	0.739

Source: Field survey (2014)

The Table 1 above, shows that the awareness of the respondents towards HRD concepts. The scored mean value of the employees' awareness of human resource development from training and development standpoint as indicted in the table above was 4.31 with a standard deviation 0.698. This indicates that the respondents strongly agreed with a relative homogeneity in their responses. We can conclude that the employees of the sector bureaus were aware of training and development as a component of human resource development and they have excellent understanding of human resource development from training and development point of view. Kebede and Smbasivama (2013), in their study in public sectors found that consistent findings concerning the awareness of the organizations' staff towards training and development as a critical HRD aspect. The implication is whenever the employees have good understanding about training and development they may update themselves to enhance organizational performance.

As it is also evidenced in the Table 1 above, the scored mean value of the second sub-construct, i.e. employees' awareness of human resource development from career development viewpoint was 4.19, indicating that the respondents' agreed on and feel all right with the case described and the sub-construct's standard deviation was 0.757. The results of this analysis proved that respondents of the bureaus were aware of career development as a component of human resource development. From this it is possible to deduce that the respondents have very good understanding and knowledge about career development from human resource development point of view that could result both individual and organizational improvement. This has also an implication to sector bureaus to link their plans with career development. Kilam and Neeraj (2012) found that good awareness and understanding of employees pertaining career planning and development and it was perceived to be the most important HRD sub-system as it has a very strong bearing on the individual and organizational growth and development in India which supports this study finding. It is this very sub system of HRD, which greatly contributes towards individual and organizational goal integration.

The scored mean value for the third sub-construct i.e. employees' awareness of human resource development from organizational development standpoint was 4.15 indicating that the respondents like the above sub-constructs agreed on this sub-construct. The sub-construct's standard deviation was 0.745, which is low conveying that the relative similarity of the respondents' responses. This implies that staffs of the sector bureaus have recognized organizational development as a component of human resource development. From this description one can clearly conclude that the respondents were familiar with and have good understanding about human resource development concept from organizational development point of view. Saxena and Monika (2010), in their comprehensive research found that low level of employees understanding and awareness of organizational development as part and parcel of HRD in five business companies which contradicts with this study finding due to organizations' reluctance in empowering the employees' skill and knowledge. The awareness of organizational development may have an implication on the sector bureaus to enhance their effectiveness and coping with changes and innovations.

Table 1 above, displays that the scored mean value for the fourth sub-construct i.e. measuring employees' awareness of human resource development concept from performance appraisal perspective was 3.98 with a standard deviation of 0.739, which signifies that the respondents agreed on rating with a relatively high homogeneity in their responses. The scored mean value of this sub-construct points out that the respondents were well equipped with the concept of performance appraisal as part of man power development. Most employees of the sector bureaus understood that periodic evaluation of employees' performance as part of human resources development; however, some haven't still understood it well. Thus, high proportions of employees of the regional sector bureaus were able to relate the performance appraisal system with the outcomes and objectives of human resource development. The research finding by Akuoko and Baffoe (2012) supports this study finding as to them effective building of employees' competencies helped them to be familiar with performance appraisal in relation to HRD in the public sectors. With this lead, one can conclude that employees of the sector bureaus were aware of performance appraisal as a component of human resource development in this study. The implication of employees' understanding performance appraisal is that it may have practical significance for appraisers, appraises, HRD planners and the sector bureaus as a whole.

The Practice of Human Resource Development

Human resource development practice as a continuous process, which matches organizational needs for human resources and the individuals need for a career development. It enables the individuals to gain their best human potential by attaining a total all-rounded development. It also promotes dignity of employment in an organization and provides opportunities for teamwork and personal development. Hence, a well-planned HRD system must be a central part of human resource management in every organization. This section, presents the practice of human resource development from training and development, career development, organizational development and performance appraisal aspects.

Employees' Perception in the Practice of Training and Development

It is undeniable fact that the organizations' productivity is determined by the motivation level and effectiveness of its workforce. Training and development implies to the systematic process of developing the competencies relating to the job of employees for the present and future roles and responsibilities. Today we believe that an organizations' competitive success is achieved through people. It follows that the skills and performance of people are critical. Many organizations spend much money on training, believing that training will improve their employees' performance and productivity. Recruiting, selecting, orienting and then placing employees in jobs do not ensure success. In most cases, there may be the gap between employees knowledge and skill and what the job demands. The gap must be filled through training and development programs. Hence, personnel training and development is one of the major ways that work organizations attempt to maintain the competency levels of their HRD and increase their adaptability to changing organizational demands. With regard to the respondents' reaction with the practice of TD the following statements were given to indicate their degree of agreement in Table 4.6 below.

Table 2: Statistical review of training and development practice

Items	Mean	Std.Deviation
Clear training and development programs	3.53	0.753
Assessing employees training needs	2.57	0.629
Setting performance goals and objectives	3.09	0.656
Planning developmental strategies	3.03	0.715
Assessing aids for internal and external TD	2.17	0.801
Developing strategies for training, schedules and modules	2.37	0.768
Evaluating training efforts	1.82	0.702

Source: Field survey (2014)

As it can be seen from the Table 4.2 above, the scored mean value of the first sub-construct i.e. the organizations have clear training and development program was 3.53, indicating that the respondents' agreed in their agreement response showing that they feel all right with the case described. The standard deviation of this sub-construct was 0.753 this implies that the relative homogeneity of the respondents on their responses. From this result one can infer that the sector bureaus have clear training and development programs that may help to upgrade employees' knowledge and skills to improve their performance and achieve organizational objectives in the desired way.

The Table 4.2 above also reveals that, the scored mean value of the respondents to the second sub-construct i.e. the assessment of the employees training needs was 2.57 signifying that "disagree." This shows that the respondents were dissatisfied with the case described and the standard deviation of the sub-construct was 0.629 which is relatively low being evidence for the relative homogeneity of the responses. Within the training context, needs assessment provides a picture of skills and knowledge of the people in an organization. Here, training needs assessment can determine level of optimal performance and standards for excellence, evidence of individuals' actual performance level, attitudes affecting performance and root causes of performance problems. By systematically, analyzing needs organizations can identify solutions to performance problems that will provide the best return on training and development investment (Nancy, 2012). However, in the sector bureaus as the finding implies that the existence of problems with respect to training needs assessment which is a determining factor for human resource development. This shows that much was not done from this perspective in order to realize organizational goals.

When we come to the third sub-construct i.e. setting performance goals and objectives the average scored mean value of respondents' response was 3.09 with the standard deviation 0.656. This shows that the majority of the respondents were "neutral".   The scored mean value of this sub-construct conveys that the respondents were uncertain or indifferent with the case described i.e. setting training performance goals and objectives which is the crucial factor in facilitating human resource development. Abdullah (2009), stated in his study once training and development needs are clearly identified, the next process is to establish or setting performance objectives. Objectives are specific outcomes that the training and development program is intended to achieve. These objectives define the performance that the trainee should be able to display after training. However, in the sector bureaus with regard to setting performance goals and objectives due attention was not given as the determinant factor for human resource development. This may reduce organizational effectiveness and efficiency.

In the Table 4.2 above, the forth sub-construct i.e. planning development strategies accordingly most of the respondents were "neutral" response rate with the scored mean value 3.36 and the standard deviation 0.715. This implies that large number of the respondents were neither agree nor disagree towards the sector bureaus' action in relation to planning developmental strategies which play a paramount role to capacitate the employees' potential. Sanararajam (2009), found that planning development strategies for HRD as the key factors for employees and continuous organizational development. From this perspective the sector bureaus are not courageous in planning good development strategies. The implication is that unless the sector bureaus are designing smart development strategies that it would be impossible to make the organizations successful.

As it is indicated in the Table 4.2 above, the scored mean value rating of the sub-construct i.e. the assessment of the aids for internal and external training and development was 2.17 signifying that "disagree" agreement rating scale which indicates that the dissatisfaction of the respondents with the case described and the standard deviation was 0.801. Moreover, as the information obtained from interviewees and focus group participants the sector bureaus have limitation in searching external aids and very low external linkage with to build HRD through training. This finding is inconsistent with Getahun (2007), in his empirical study conducted in some public banks in Addis Ababa0. From this it is possible to deduce that the sector bureaus were lagging behind in assessing aid opportunities for both internal and external training which is the most critical issue to develop the capacity of the employees' potential and better performance of organizational tasks.

 As it can be shown from the Table 4.6 above, considering the development of training schedules and modules in the organizations the respondents' scored mean value was 2.37. This shows that the majority of the respondents were disagree and the standard deviation was 0.768. From this one can deduce that the sector bureaus have to do a lot of tasks in arranging training schedules and preparing module guides to facilitate HRD activities. Deb (2010), came up with consistent findings the study done in public sectors in India due to lack of commitment of the managers in preparing training schedules and guiding materials to facilitate HRD practice that would have an implication on organizational and individual performance.

When we come to the last sub-construct which is indicated in the Table above, is about evaluation of training efforts. Evaluation is the final phase of the training and development program. It is a means to verify the success of the program, i.e. whether employees in the program do the jobs for which they have been trained. The scored mean value response of the respondents was 1.82 implying that the overwhelming majority of the respondents were "disagree" with the case described and the standard deviation was 0.702. The scored mean value displays that the respondents were dissatisfied with the issue. Based on this finding one can deduce that the sector bureaus were very reluctant in evaluating the worth, effectiveness and the efficiency of training given to the trainees helping them to get feedback for their improvement. As Ahuja (1998), noted that the concept of evaluation as the determining factor to assess the effectiveness and efficiency of a program in relation to its objectives. Gupta and Singh (2006) also pointed out that in their study on the basis of correlation analysis there is a positive correlation between HRD and evaluation of training and development efforts. From this perspective it is possible to put an implication that, if the sector bureaus are ineffective in taking training evaluation they could not identify whether they have good performance or not and what to be taken if the problems occur in their overall tasks.

As per the information obtained from key informants and training and development documents in each selected sector bureaus showed that they have good training and development programs. Moreover, the informants replied that the sector bureaus were in a good position in identifying training needs, planning development strategies, setting performance goals and objectives, assessing aids for internal and external training and evaluating training efforts. But the information gained from focus group participants displayed that negatively which contradicts with key informants' responses. As per focus group participants in the sector bureaus, especially, post training evaluation was not well conducted and ineffective to help trainees to get feedback for their improvement and efficiency and to find out to what extent the objective is achieved. Moreover, according to focus group participants training and development access in the sector bureaus is very limited and focused on only some work units.

Career planning and development

No HRD function can be acceptable to the people of any organization, if it fails to provide opportunities for individual employees to have bright career prospects. It is for the purpose of HRD integrating career planning and development with it. Proper career planning also leads to career development. It develops the career of every individual executive which results in adequate growth of the career of every employee. Hence, successful planning is closely linked with career planning and development. In this section the study presents HRD practice from career development aspect based on the information obtained from the respondents.

Table 3: Statistical review of career development

Items	Mean	Std.Deviation
Well in working to improve career development	2.53	0.725
The institution has good career planning and development programs	2.60	0.719
The organization integrates HRD with organizational objectives	2.34	0.727
Good counseling center that benefits all employees	1.89	0.758
Average	2.34	0.732

Source: Field survey (2014)

   The Table 3 above clearly shows that, the majority of the respondents were "disagree" with sub-construct i.e. to improve career development of employees with the scored mean value 2.53. The scored mean value points out that the dissatisfaction of the respondents with the case described and the standard deviation was 0.725. From this fact one can deduce that the sector bureaus were not in a position to consider continuous employees professional development to fill the existing gaps. This implies that the sector bureaus have limitations in critically assess their effort to promote career development by any means to increase the satisfaction level of their employees.
   As it is also illustrated in the Table 4.3 above, in the second sub-construct i.e. career planning and development the respondents' response scored mean value was 2.60. This signifies that the respondents' agreement response rating scale was "disagree" response rating scale implying that the dissatisfaction of the respondents with the issues described and the standard deviation was 0.719. From this sub-construct one can clearly infer that the bureaus were not in a position to consider career planning and development as utmost importance for the growth of employees in accordance with the education, training, job search and work experience. Employees should trace their career in light of their individual needs and capabilities. From this perspective the implication is unless the sector bureaus are aware of their potentiality and capabilities in career planning and development that could help them to exploit the available opportunities they could not achieve their desired objectives.
   Human resource development can transform the organization into a human system by developing their commitment and integrating the individual employees with the organization. With regard to the third sub-construct i.e. the integration HRD with organizational objectives the scored mean value response of the respondents was 2.34 with a standard deviation 0.727. From this analysis it can be deduced that the respondents were "disagree" with integration of HRD with organizational objectives indicating that they are dissatisfied with the case raised out. This result signifies that bureaus are lagging behind in linking the two things for the betterment of their performance.
   As it is vividly indicated in Table 4.3 above, the respondents were asked to scale the measurement i.e. the existence of good counseling center that benefits all employees. They responded having a scored mean value of 1.89 this shows that the respondents were "disagree" about the career counseling with standard deviation 0.758. This depicts that the respondents were dissatisfied with the case described.   Kola chi (2012), in his comprehensive investigation found that employees counseling as the determinant factor to build good HRD. As it is a process of dealing with the emotional problems and issues of the employees to make them feel light and relaxed at work. It can be expressed in terms of appraisal counseling, career counseling and disciplinary counseling. It is also being done to enable the employees to have positive attitude towards work and to improve their performance. However, the sector bureaus were reluctant in handling the psychology of the employees and making them happy at work so that they could feel gratified while working which ultimately leads to improved and enriched performance through counseling. Kilam and Neeraj (2012), in their depth assessment in public sector also found that career planning and development as the most important component of overall HRD system which helps in individual-organizational goal integration. But in this study the sector bureaus from this ground displays that there are tasks still remain to be done.

According to the information gathered from interviewees and focus group participants in each selected sector bureau they replied that as do have career development in principle in order to create motivated workforce, to enhance the capacity of both present and future knowledge and skills, to increase the ability and productivity of employees, increase optimum man task relationship, to prepare employees to take higher assignments, and to upgrade skills and prevent obsolescence. In addition, as discussants replied that the educational opportunities are very limited in the sector bureaus for career growth and development. However, in practice explicit tasks were not done in relation to the issue described to upgrade HRD in each sector bureau. This could limit the sector bureaus to cope up global challenges and modern technological changes and innovations.

Organizational Development

Since organizations are open systems, therefore, it must develop itself by adopting various changes that come across in the persistently changing environment it emphasizes on the adoption of appropriate interventions that could cope up with the ongoing activities of the sector bureaus. It provides a framework in which changes in climate and culture of the organizations takes place. It also enables organizations to harness human potential for attaining organizational objectives. With regard to organizational development the respondents were given the following statements to convey their degree of agreement as stated in Table 4.8 below.

Table 4: Statistical Review of Organizational Development

Items	Mean	Std. Deviation
Top management with required profession	3.48	0.679
Culture of openness	2.43	0.682
Credibility & fairness of top management	3.30	0.728
Encouraging problem solving culture	2.23	0.832
Team spirit	2.36	0.661
Defining personnel policies	3.50	0.733
Sound recruitment systems	2.32	0.743
Compensation and job security	2.48	0.722
Using good personnel data	3.43	0.714
Average	2.39	0.737

Source: Field survey (2014)

From the Table 4 above, it is possible to draw the following facts. As it is clearly illustrated in the Table, the scored mean value of the sub-constructs i.e. management with required profession, credibility and fairness of top management, defining personnel policies and using personal data fall between ranges of 3.30-3.50. This shows that the majority of the respondents agreed with the statements given to them. However, the above results imply that the sector bureaus were lagging behind to do much on these variables to improve the effectiveness and efficiency.

In addition, the Table above reveals that, the scored mean value of the respondents' response on the sub-constructs i.e. encouraging problem solving culture, good team spirit, sound recruitment system, better compensation and job security which fall between ranges of 2.22-2.48. This depicts that the overwhelming majority of the respondents disagree and they were dissatisfied with the cases described. In short, based on the information given the sector bureaus were not well in widening organizational development from these issues perspective. The implication is that unless the sector bureaus develop problem solving culture, good team spirit, sound recruitment compensation and security it is difficult to them to build the required human resource and to attain organizational goals in the desired manner.

Based on the information obtained through interviews, focus group discussions and as per HRD report about organizational development in the sector bureaus pertaining their long-term effort to improve an organization's visioning, empowerment, learning, and problem-solving processes, through an ongoing, collaborative management of organization culture-with special emphasis on the culture of intact work teams and other team configurations using the consultant facilitator role as the majority of the respondents replied was insufficient. Furthermore, organizations were slow in tackling problems like communication, inadequate integration, openness, fairness in treating employees, compensation and job security, and in problem solving culture especially, as reported by focus group participants. This shows that the information obtained by the questionnaire was somewhat similar with that of the responses of interviewees and focus group participants.

The Practice of Performance Appraisal

It is an indispensable aspect of HRD to analyze the performance of employees which enables the organizations to understand where their people stand, what is expected from them and what they are actually contributing. The purpose of designing the mechanisms of performance appraisal is to portray the actual position of the past and future employees' performance. To meet this, the targets of performance are set which are being desired to be attained by the organizations. The targets are based on job-related criteria that best determine the success of job. To measure the practice of performance appraisal the following measurements were provided to the respondents to indicate their level of consent as indicated in Table 5 below.

Table 5: Descriptive Statistical Review of Performance Appraisal Practices

Items	Mean	Std.Deviation
Good performance appraisal systems	2.06	0.738
Assessment where the employees are assigned	2.56	0.724
Evaluation what expected from each employee	2.28	0.642
Immediate action when employees lack capacity	2.53	0.681
Problems happen during performance appraisal	2.36	0.716
Short and long term evaluation	2.77	0.677
Acknowledgement for good performances	2.49	0.640
Identifying areas in need of improvement	2.23	0.725
Average	2.41	0.693

Source: Field survey (2014)

As it can be clearly understood in the above Table 4.5, the average scored mean value of the major construct i.e. employees' perception towards performance appraisal in their respective working sector bureaus was 2.41 which was the scored mean value of each sub-construct means and the standard deviation was 0.693. This scored mean value displays that respondents were not satisfied with the appraisal systems which include the measurements: the existence of good performance appraisal, the assessment of where employees are assigned, what expects from each employee in his/ her work area, immediate action when employees lack capacity, short and long term evaluation, acknowledgement for good performance and identifying areas in need of improvement. This is because as it is depicted in the Table above, the respondents were disagreeing with the cases described. Based on the finding one can conclude that the study areas were not in a way taking good performance appraisal in relation to HRD. Sorab (2006) found that performance appraisal in the public sector and has a positive relationship with human resource development. Accordingly, performance appraisal is useful for self-development and individual counseling, remuneration, quality feedback, communication and motivation. However, from this perspective the respondents were not satisfied with the appraisal system conducted by the sector bureaus.

As the information gathered through interview and as per review of relevant reports pertaining performance appraisal in the sector bureaus they have used methods like: BSC (Balanced Scorecard) and ROPA (Result Oriented Performance Appraisal) and attempts have been made to assess the scientific nature of the process and its implications on the performance and behavior of the employees. In effect, it was expected to improve the performance; however, the working environment is not conducive as the findings revealed from the respondents. The reasons for this were lack of incentives and training, lack of human capacity to set targets, lack of objective performance criteria and lack of commitment. The response also illustrated that some employees and department heads were not happy of the result of their performance. Performance appraisal equally gives room for open dialogue but, transparency and continuous follow up is so weak and loose attachment between performance and reward. This was due to lack of participation, inconsistent implementation and lack of resources as per the interviewees and focus group participants suggested.

Respondents' Perception How HRD Is Administered?

The primary purpose of HRD is to help the organizations to increase its enabling capabilities. These include development of human resources, development of organizational health, improvement of problem solving capabilities, development of diagnostic ability so that problems can be located quickly and effectively and increased employee participation and commitment. Regarding the respondents' reaction the following statements were given to them to indicate their degree of agreement stated in Table below.

Table 6: Statistical Review of How HRD Practice Is Administered

Items	Mean	Std. Deviation
Personal analysis	2.43	0.679
Job analysis	3.55	0.721
Organizational analysis	3.67	0.732
Prioritizing needs in practicing HRD	1.82	0.757
Identifying and designing HRD objectives	3.52	0.701
Clearly defining objectives of HRD	3.65	0.774
Implementation based on stated objectives	2.35	0.668
Evaluation and follow up	2.21	0.820
Institution selects good evaluation criteria	2.42	0.761
Interpret evaluation results	2.33	0.713

Source: Field survey (2014)

As it can be described in the Table 4.6 above, the respondents "agreed" on the sub-constructs including: job analysis and organizational analysis with the scored mean value of 3.55 and 3.67 respectively, implying that the respondents were satisfied with the cases described. From this fact it is possible to conclude that the organizations were well in doing job analysis which implies to the determination of skill and knowledge and the job requires. Moreover, the sector bureaus were better off in organizational analysis which implies that the process of identifying job-related knowledge and skills that are needed to support the organizations' short-range and long-range goals. It is quite clear that, unless human resource planning is carefully examined in line with the sector bureaus strategic goals and job plans the required target could not be achieved.

As it is shown in the Table above, though the sector bureaus were good in doing job and organizational analysis the respondents disagree with personal analysis which is another very important human resource development need analysis approach. This implies that the sector bureaus lacked concentration on the personal analysis which is used to know the substantive knowledge and skill possessed by the employee which has an implication on better performance of organizations. Concerning need prioritization in practicing human resource development in the study sector bureaus as it is presented in the Table above, the respondents were disagree with scored mean value 1.82 and the standard deviation was 0.757. The scored mean value of the respondents' response shows that they were dissatisfied with the case pointed out. From this one can deduce that the sector bureaus were not in a position in doing personal analysis and prioritizing in the practice of human resource development as per the majority of respondents suggested. This implies that if the priorities are not set in practicing HRD the organizations would be lagging behind in meeting their goals.

As we can see in the Table above, also the respondents agreed on in relation to identifying and designing human resource development objectives and having clearly defining objectives of HRD with the scored mean values 3.52 and 3.65 respectively. This shows that the sector bureaus are good in identifying and defining HRD objectives that could result good employees competencies and to achieve organizational objectives.

As it can be presented in the Table 4.6 above, the respondents were dissatisfied with the implementation or practice of human resource development in line with the stated objectives with scored mean value of 2.35 indicating that they disagree with the case described and the standard deviation was 0.668. Based on the findings it is possible to infer that the organizations were not doing in a way that to link the implementation of HRD with the stated objectives. Like this sub-construct the respondents disagreed concerning the evaluation and follow-up, in selecting evaluation criteria and in interpreting evaluation results with scored mean values 2.21, 2.42, and 2.53 respectively as it is pointed out in the Table above. From this it is possible to deduce that there were a lot of things that organizations have to do in meeting the issues described. This shows that unless the sector bureaus should clearly assess the issues that could limit them in doing these tasks which have paramount role in building HRD they may not improve their performance in the desired way.

As the information gathered from the key informants through interview the sector bureaus were doing better in job, organization analysis, identifying and defining objectives, but as per focus group participants the sector bureaus were not in a position or ineffective in taking personal analysis and prioritizing HRD needs, evaluation and follow up, selecting good evaluation criteria and interpreting evaluation results to facilitate organizational performance. This is consistent finding with the response obtained through questionnaire. This implies that the sector bureaus need to assess their actions extensively unless the employees may develop negative attitudes that could limit their performance in attaining development objectives.

Challenges of Human Resource Development

This section assesses and examines the major challenges or constraints that hindered human resource development practices in the sector bureaus. As it was revealed from the questionnaire, interview and focus group discussions and other secondary sources there were some challenges that encountered regional sector bureaus in the practice of human resource development indicated in Table 7 below.

Table 7: Challenges of HRD Practices

Items	Mean	Std. Deviation
Developing comprehensive HRD strategies	3.99	0.732
Aligning HRD to strategic priorities	4.12	0.667
Developing a positive work environment	4.24	0.751
Creating managerial and leadership capacity	3.96	0.745
Utilizing HR assessment technology to plan HRD	4.14	0.689
Promoting positive work force attitudes	4.27	0.736
Allocating sufficient financial resources	4.51	0.804
Accepting modern technological changes	4.39	0.727
Paying attention to professional development	3.99	0.695
In adequate training and development	4.57	0.726
Inadequate enforcement and accountability	3.92	0.646
Attracting and retaining qualified personnel	4.75	0.717
Lack of proper merit system	4.18	0.675
Average	3.93	0.716

Source: Field Survey (2014)

   As it can be clearly evidenced in the Table 7 above, different human resource development challenges are illustrated which include: developing comprehensive HRD strategies, aligning HRD strategic priorities, creating positive work environment, developing managerial leadership and capacity, utilizing HR assessment technology to plan HRD, promoting workforce attitude, accepting challenges of modern technological changes, paying attention to professional development, in adequate training and development, lack of enforcement and accountability, attracting and retaining qualified personnel and lack of proper merit system with the total average scored mean value of 3.93 showing that the respondents answered the statements given with agreement rating scale "agree" and the standard deviation was 0.716. From this one can understand that the sub-constructs indicated in the Table are key human resource development challenges of the sector bureaus that need to be overcome. From this fact it is possible to conclude that in the sector bureaus there were challenges that hindered and constrained the efficiency and effectiveness of human resource development practices.
   Habib (2012), found that similar findings with this study designing comprehensive HRD strategies, linking   with strategic priorities, lack of technology, creating positive HRD climate, promoting positive workforce attitude, lack of sufficient budget and accepting modern technological changes as the key challenges in public sector in developing countries. Wachira (2012), also pointed out in his study giving due emphasis for personal and professional development is considered as the basic challenge that need to be addressed in the practice of human resource development in Africa which supports the findings of this study. Moreover, this study came with consistent findings assessed by Gebrekidan (2011), as he outlined that inadequate training, lack of accountability and enforcement and lack of good merit system as bottleneck problems that organization should tackle in achieving HRD in his systematic review conducted in some Africa countries.
   In addition, the information gathered through interview, focus group discussion and as per HR annual report documents confirmed that the similar findings with the information obtained through questionnaire. In this regard, informants and discussants suggested that the challenges that encountered HRD in their respective working sector bureaus. Both informants and focus group participants have suggested some challenges or constraints that impede their respective bureaus in the process of implementing human resource development. Some of these major challenges suggested were lack of sufficient budget for training and education, lack of accountability and transparency, lack of emphasis for professional development, accepting modern technological changes, creating an environment for attracting and retaining qualified personnel, insufficient managerial capacity building and lack of employees motivation were becoming great challenges for the effective practice of HRD in the sector bureaus.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The findings showed that the employees in the sector bureaus have had good awareness about HRD concepts since they have good understanding of the components of HRD. Accordingly, they were familiar with training and development, career development, organizational development and performance appraisal which are HRD functions and they were able to relate them with HRD. However, few employees still did not understand these HRD concepts.

The sector bureaus have training and development programs; however, they were ineffective in assessing training needs, setting performance objective, in searching aids for internal and external training and development, planning training strategies and preparing training schedules and modules as well as assessing training and development efforts. Especially, post training evaluation was not well conducted to get feedback for their improvement.

The bureaus have career development in principle, in order to create motivated workforce, to enhance the capacity of both present and future knowledge and skills, to increase the ability and productivity of employees, increase optimum man task relationship, to prepare employees to take higher assignments and to upgrade skills and prevent obsolescence. However, in practice explicit tasks were not done in relation to the issues described to promote HRD and to attain development goals.

The findings of the study proved that the sector bureaus have long-term efforts to improve an organizations' vision, empowerment, learning and problem-solving processes through an ongoing, collaborative management of organization culture with special emphasis on the culture of intact work teams and other team configurations using the consultant facilitator role. However, they were lagging behind in solving problems like communication, openness, fairness in treating employees, compensation and job security and problem solving culture.

With regard to performance appraisal, attempts have been made to assess the performance and behavior of the employees. However, the working environment was not conducive as the findings revealed. The reasons for this were lack of incentives and training, lack of human capacity to set targets, lack of objective performance criteria and lack of commitment. Moreover, some employees were not happy about the results of their performance. Performance appraisal gives equal room for open dialogue but, transparency and continuous follow up was so weak and there is loose attachment between performance and reward due to lack of participation, inconsistent implementation and lack of

resources.

As the findings indicated that the sector bureaus were good in doing job and organizational analysis. This was through the determination of skill, knowledge and the job requires and identifying job-related knowledge and skills that are needed to support the organizations' short-range and long-range goals. However, personal analysis was not conducted effectively as a crucial HRD need analysis approach.

RECOMMENDATIONS

Based on the findings of the study the following recommendations are forwarded:

➢ First and foremost, HR of the bureaus should get greatest emphasis since they are engines for other resources such as physical resources, information resources, and financial resources. Now days, we are living in a continuously changing and dynamic environment that directly or indirectly affects us. Particularly, public sectors are affected by the rapidly changing information technology. Thus, bureaus need to update its employees' skills and knowledge through training and education to cope with technological advancement and competitive environment and to achieve its pre stated short and long term goals.

➢ Beyond meeting the bureaus' HR need, the HRD should also focus on individuals and satisfying their needs for career development. At the first place, HRD is not all about providing training rather than it should aimed at matching the organizational need for HR with the individual needs for career development. Secondly, HRD must necessarily focus on individuals since all the strength of teams and the bureaus must first embed into individual employee. For this purpose:

- Personal analysis during training need assessment is necessary, in view of the fact that it is very important tool for incorporating individual needs into HRD practices.
- Education support especially for higher studies should not be limited to create high level professionals with the required knowledge and skills. This is in turn important to satisfy and retain talented employees in the sector bureaus.
- Counseling is also very essential to support employees in improving their job performance. Besides, it helps to identify individual employees training needs and HRD should be based on career development which helps employees achieve maximum self-development.

➢ HRD need assessment and selection criteria practice of the bureaus are among the most serious

issues. Since training and development is a need oriented effort, determining the level, type and duration of the training and development will have a paramount importance.

➢   Bureaus were not effective in doing personal analysis. Thus, an extensive personal need assessment should be exercised through analyzing the substantive knowledge and skills possessed by the employee in order to reduce wasting time, resource, de-motivation and negative attitudes towards future programs.

➢   Post training evaluation should also be exercised in order to increase the effectiveness of HRD program to be held in the next session, to help participants to get feedback for their improvement and to find out to what degree the HRD objectives are achieved.

➢   To overcome the challenges of HRD there is a need for skilled man power, financial resources; differentiate high and low performers by using performance criteria like quantity, quality, timeliness and budget spend on doing a job.

➢   Moreover, effective and efficient service delivery can be ensured in bureaus if employees get the required training and development. Thus, conducting on the job and off the job HRD using selection criteria, creating strong link between performance and reward, practice of non-monetary incentive such as recommendation letter is essential. Besides, making the performance assessment system more open and carrying out continuous follow up, strengthening the monitoring and evaluation role and providing the necessary technical and interpersonal support to make the HRD process more sustainable.

➢   The issue of HRD requires further research. After conducting a research then, it would be possible to design both short and long term strategy. The relationship between sector bureaus at regional level and some others which are not part of governmental agencies should be studied to improve HRD. It is also important to link with ongoing and planned research activities of various sector bureaus to look in to HRD dimensions of the research areas.

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