

# The Impacts of HRM Practices: Recruitment and Welfare on Employee Motivation, The Focus of Federal Democratic Republic of Ethiopian's Ministry Organizations

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**Abstract-** *The main force that made the world appear in one window was the development of human creativity and practice. Successful innovation requires that an individual or group of people work with interest and motivation. Human Resource Management (HRM) is believed to be the first motivator among employers to increase employee motivation. However, studies indicate that there are gaps in HRM in the Ethiopian Civil Service. Thereby, the motivation of the employees is in question. Therefore, research has been conducted on the topic of human resource management practices (Recruitment, Placement and Welfare) on the impact of employee motivation in Ethiopian Federal Ministry organizations. This was done using a mixed data collection method to identify the motivation gap, and the analysis used descriptive and exploratory method. The results show that HRM is a key organizational resource that serves as the organization's main representative, a transitional bridge and mediator. In the Ethiopian Federal Ministry organizations, HRM activities, such as recruitment, placements, and promotion are mostly ethnically and politically biased. On the other hand, the welfare practice of employees in organizations is not policy-supported; there are gaps such as health insurance, housing services, job-based recognition and salary increases, workplace safety issues so on. As a result of these gaps, employee motivation has declined. Accordingly, this study found that human resource management activities (recruitment, placement, promotion, and welfare) had a significant impact on employee motivation.*

**Indexed Terms-** *Employee, HRM, Motivation, Placement, Promotion, Recruitment, Welfare.*

## I. INTRODUCTION

It is undeniable that there are consequences of human effort and mental activity behind existing and innovative products used by humans. From this, we understand that human resources are primarily a source of build and implementing any work. "Human resource represents more of a 'micro' approach example: activities, functions and processes" (Tubey Ruth, Jacob Kipkemboi, KurgaAlice, 2015). To enable them to succeed just as expected for these significant micro approaches people are motivated and committed to the work they are engaged in and inspire their thinking for good; stand today and remember yesterday they will be dreaming for good tomorrow also do more creative work than expected.

Human resources within an organization are the most important organizational resources. "Companies allocate resources to achieve jobs and HRM is needed to use or/and manage those resources. Human resource management should combine their knowledge with the traditional and scientific practices to manage human resources with a significant role in the organization (Armstrong, 2009). "Accurate and appropriate human resource management practices ensure the motivation and commitment of their employees" (Guest, 1997: 268).

However, in Ethiopia, there are gaps in HRM procedures based on facts and findings from past

studies. Although the civil service reform program was implemented one up to third times in Ethiopia, program performance had several problems, such as the inability to allocate sufficient resources to the operational system, and the absence of incentives for performance enhancement. This brings that has resulted in a lack of capacity to direct, manage, improve and implement or execute the program, and a lack of transparency and lack of accountability appear (Solomon Markos, 2013). One of the reasons for this is that there is a gap between HRM and national policy. For instance, the Federal Democratic Republic of Ethiopia (FDRE), acknowledged that in 2007, there were serious institutional problems in the civil service, such as policy, service delivery, and regulation (Tegene Abebe, 2008). Another study revealed that in the Ethiopian civil service, many experienced workers are leaving the organization, due to the civil service problems (Worlku M., 2019). In addition, while the national policies have been in use for more than a decade, many of them have not been reviewed and thus have an impact on the implementation of HRM practices; this in turn affects employee motivation.

According to the above researcher's analysts, if the leadership in an organization is limited in capacity, it indicates that there is a problem in developing and managing plans that will increase the motivation of the employees in the organization. Based on this, this study would examine the impact of human resource management practice at the Ethiopian Civil Service organization on employee Motivation.

In this regard, the researcher will analyze in detail whether the employee's motivation is being implemented in line with the organization's strategic plan. To facilitate this, the study has been extensively analyzed, focusing on existing gaps based on the key points outlined above. To assist in this analysis, the researcher used a variety of references: books, journals, articles, policies, and other documents, which are relevant to conducting this study. Also, extensive analysis of primary and secondary data will be carried out in the proposed sample population and data collection process.

### 1.1 Research Objectives

Objective of the study is to assess the impact of Human Resource Management (HRM) practices such as

recruitment, placement, promotion, and welfare practices on employee motivation in Federal Democratic Republic of Ethiopian Ministry organizations.

### 1.2 The hypothesis of the study

(Ho)1. Recruitment has no implications on employee motivation in Ethiopian Federal Civil Service organizations.

(Ho)2. Welfare has not an impact on employee motivation in Ethiopian Federal Civil Service organizations

## II. LITERATURE REVIEW

This chapter gives an idea about the literature review related to the present research work. It provides the blue picture and framework of the research work as well as includes the meaning, explores research findings and assessments, various documents, and articles on human resource management in public organizations.

### 2.1. Concepts of Human Resource Management (HRM)

HRM has a different definition because it has abundant activities in the organization, and many researchers wrote the definition. They can be defined as a strategic integrated and coordinated approach to employment, development, and welfare for those working in organizations. According to Armstrong (1977); Armstrong (2006); Nongmaithem R. and Biniam K. (2016), human resource management is defined as a strategic and coherent approach to the management of an organization's as well most valued key asset in an organization that the people who work there contribute individually and collectively to the goal. Shamimul and Mahmudul (2018), stated that human resource management is a mix of people management practices, and they recognize employees as resources and strive to achieve and maintain organizational goals that create and maintain their employees' motivation.

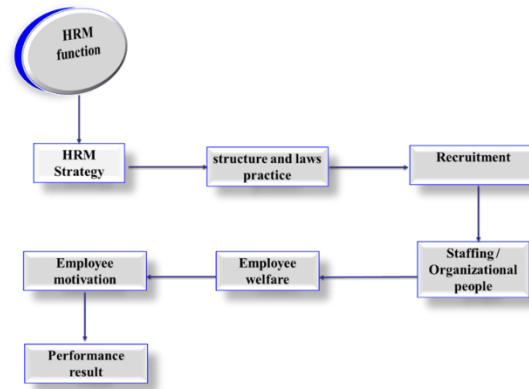
“Human resource management looks at all aspects of how people are hired and managed in organizations” (Armstrong, 2014). On the whole, HRM is primarily concerned with how people are managed within an organization that focuses on policies and systems

(Collings and Wood, 2009). Although this practice is known to be the practice of the right leader, researchers say that the practice in Ethiopian federal organizations is problematic. For example, the major problem holding Ethiopia back is the absence of strong public machinery that can facilitate the country's development effort (Getachew & Common, 2006; Solomon M., 2013). Even if there is a plan or policy to achieve social, political, economic, and technological development, without strong management, it would not practically end; it remains only a detailed wish. (Solomon M., 2013). The lack of leadership skills, technical knowledge, and lack of broad-minded leadership, can affect staff motivation as there is a gap in employee benefits, rights, and planning.

## 2.2. Human resource management (HRM) functions on employee motivation

More often, the main task of human resource management is ensuring that the strategic plan of the organization is in line with the human resource plan and employees' performance, job analysis, hiring, transfer, placement, perform career development, ensuring the welfare of employees, assert employees' democratic rights, and organize effective HR policies, implement a training and development program. The performance of this function provides the knowledge, competence, experience, diligence, and competitive advantage of the organization as well as the opportunity to positively influence employee behavior and organizational performance (Worlu Okechukwu, 2017). Similarly, improving wage-based payroll, increasing employee participation, growth, and motivation, protecting workers' interests, and enforcing free decisions per laws and policies will increase organizational engagement and employee motivation.

Figure 1 HRM Functions



Source: From different related books, journals, articles, and policies written by the researchers & government

### 2.2.1 Human resource management strategy

Human resource management strategy is a process in which each plans to take his or her place and design the best way to achieve future goals. Strategic human resource management ('SHRM') is concerned with how the pieces described that relate to the broader context and other organizational functions can be used to address the systematic questions and concerns that may be used in the end (Boxall P., Purcell J. and Wrigh P. 2007: 3). HRM strategic plan can be developed for up to three years or more.

### 2.2.2 HRM practices on organizational people

Organizational Behaviour Theory (OBT) describes how people within their organizations work individually or in groups, and how organizations work concerning their structure, processes, and culture. Therefore, "HRM needs to be used effectively to enhance the organizational design, development, and organizational capacity" (Armstrong, 2014: 7). Having good relationships with employees and leaders, who have excellent leadership skills, means great success for human resource management and general manager (....., 2016). To ensure the achievement of desired goals and objectives are accomplished, it should be collaborating with all staff members.

### 2.2.3 HRM practices on organizational structure and laws

The success of an organization is reflected in the cooperation and understanding of its employees, and it

is important to understand that the existence of government policies and organizational structure rules, human resource management skills, and knowledge, the existence of employee motivation as well as the ability to manage strategic planning and the ability to use resources at the right time, which human resources play a significant role in addressing the above success (Obianju E, 2014).

#### 2.2.4 Recruitment and Selection

Recruitment is the process of posting an advertisement from the site (both internal and external) in which we invite candidates to apply and fill the vacancy for a specific position or the process by which to identify the location of candidates to fill the vacant position (Surbhi S, 2018).

External recruitment is the process of hiring outsiders who have the necessary skills and knowledge for the job, while the positions are not covered by internal employment. This meanwhile is the theory of planned behavior at the start of advertising vacancy. Whereas internal recruitment takes place if there is a shortage of HR that hinders the success of both the organization and the workplace, it is the process of selecting the most knowledgeable and skilled internal staff from among the competitors. Some organizations invite internal employees instead of hiring external employees. They point out that there are two basic benefits to hiring internally. The first is to enable the organization to carry out its work efficiently and the second is to assign efficient executioners and set an example for other employees (Ethiopian Federal Civil Service Proclamation (EFCSP) No. 515/99; 1064/2017).

However, most organizations have difficulty recruiting qualified employees for the required job and retaining employees. Because 1<sup>st</sup>, the job level compared to its wage may be lower. Since salary level is a major factor in attracting and selecting employees, competence-level issues require payment of pay. Higher pay levels allow organizations to be more selective in employment (Andrew J. Elliot, Carol S. David S., 2017: 233-38). 2<sup>nd</sup> officers recruited for the recruitment exercise their voting power by setting aside the organization's policy and directing their style (Bratton and Gold 1999). Third, the hierarchical structure within the organization and the applicant's

employer approach as well as the expedited decision-making process. Therefore, employers view it as a big deal to attract and retain their colleagues as part of a workplace-based relationship, and want to improve the employee's average potential may need to be cautious during the hiring process.

It is important to follow the Merit-based approach to adjust these settings and assign the desired person to the appropriate position. Researchers point out that “a person who is serviced by any organization must be assigned with the right qualifications and competence at the right place” (Gowing and Lindholm, 2002). The Federal Democratic Republic of Ethiopian Constitution (1995), and Federal Civil Service Proclamation (515/99; 1064/2017) stipulates that during the selection of applicants the executor does not discriminate based on race, gender, religion, political opinion, disability, HIV / AIDS, or any other reason. However, previous studies have shown that HRM practice in Ethiopia is based on family, ethnicity, and racial needs (Kamoche Ken N et al., 2004).

#### 2.2.5 The impact of motivator (Employee welfare), on employee motivation

The term welfare refers to the physical, mental, moral, and emotional well-being of the individual. The main purpose of implementing welfare is to protect the employee by facilitating appropriate working conditions and minimizing the impact on employees and their family members (Chandra S., K. Madhu, 2015).

As long as any organization proves to be good for the employee, the value of any organization is good (Willmott, 1993: 533-34). Any organization should be good to employees in a way that allows their employees to attend regularly and perform better with their clients. When employees understand the organization is good, will be allowed the organization to achieve its goals as planned. The most important aspect of values is the level of ethics that human resource management takes to promote fair employee management policies and practices, which takes into account fair staffing decisions and benefits as well as improvement in the performance of the institution.

We compare employees' welfare with organizational outcomes that organizations can pay a small fee for the

welfare of their employees and they will get a high-performance score. For example, when employees receive timely pay increases based on the results of their work, next it helps them to do their job better with motivation to avoid losing salary increment. Welfare activities can also assist performance by providing constructive support to those who are unable to perform due to illness or difficult personal circumstances (Derek Torrington, Laura Hall, and Stephen Taylor, 2008: 6-10). Accordingly, the productivity of the institution increases significantly (Chitra Reddy, .....). Thus, if workers can be covered by health insurance, they can help organizations succeed in their work by avoiding work-related disruptions.

#### 2.2.6 The impact of human resource management practice on performance appraisal

All organizations have to effectively fulfill their responsibilities to succeed in their mission. They provide policies and practices in a variety of ways to enhance employee performance, quality, insight, and enthusiasm. Although appropriate human resource development policies and strategies are presented, it is expected that human resource management will have an impact on organizational performance. Employee performance appraisal helps to identify the work done and adjust the goals of the organization as well as recognize the employee's contribution to the organization (....., 2016). Performance Management helps the organization train, encourage and reward employees, and ensure that organizational goals are met efficiently.

Successful organizations know that performance is directly linked to the organization. So, recognizing this human resource management practices are considered to be an important factor that directly affects employee performance skills. According to Qureshi et al. (2010) and Khan (2010), human resource management practices within the organization have a positive impact on employee performance.

Performance stress has innumerable and long-lasting effects. It can affect academic performance, social relationships, and life decisions, such as college major and career choices. Thus, the key to achieving maximum performance is to create greater participation by clearly maintaining performance

levels in a psychological contract. Appelbaum et al., (2000) said that "Encourages that employee engagement, skill development, and motivation while ensuring a high-performance workflow in the organization."

It is thought that the implementation of individual incentive programs can improve the performance of an organization by stimulating and enhancing the performance of individual actions. The cost of labor and the effective use of human resources often have a major impact on the success of an organization (Dianna L., Eugene F., 2008).

One of the key factors in performance success is the welfare of employees and the implementation of increasing in salary or compensation. Salary increase or compensation will have a positive effect on the employee, taking into account the performance of the employee in the organization. According to the Merit Payment Method (MPM), employees are expected, to make an annual salary increase if their performance is consistent with the expected performance of the role and the duration of the institution (....., 2016).

In line with this, when the salary hike for employees can be made available potential candidates can be recruited and it will make a huge difference in the success and productivity of new employees (Andrew J. Elliot, Carol S., David S., 2017: 233-238). Thus, human resource practice scores affect employees' perceptions of performance (Guest, 2002; Worlu Ok., 2017).

#### 2.3. Employee motivation

Motivation is an important force in a person's life, which is a goal-oriented force that is determined by the individual's internal and external outlook. It is a psychological condition that increases the productivity of an organization by adjusting the behavior of the individual. When a person is motivated, he or she can succeed, and feel self-conscious emotions in the competence.

The nature of self-conscious emotions is critical for understanding the motives' automatic and deliberate, approach and avoidance influences on affect behavior, and cognition during competence strivings. Employee satisfaction or dissatisfaction with an organization

depends on two factors; which are intrinsic and extrinsic conditions (Herzberg, 1966). Regarding extrinsic motivation, in Ethiopian Federal Civil Service they did not receive a salary increment based on their performance (Tesfaye, 2009). But employees want higher wages, better pay, and bonuses; money is the main reason for any motivation (UNDP Global Centre, 2014). For this success, in developing countries of East and Southern Africa: Angola, Botswana, Kenya, Lesotho, Malawi, Mauritania, Namibia, and South Africa, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe use wage increases and incentives as driving for employee motivation (ibid).

When people realize that they are being rewarded, they may be motivated to do more. People calculate how much they are investing in their work (e.g. training and development efforts) and they take into account what they get out of the job; e.g. compensation, and promotion (Brown, 2007). However, the study conducted by Khojasteh (1993); Zhang et al. (2011), figure out that hygiene factors do not have to contribute to increased job satisfaction for public managers.

Several studies have shown that extrinsic needs affect the motivation of the employee. In addition, employees compare their output ratio to that of other employees. When an employee's output ratio is equal to that of other employees it is said to be fairness is achieved (Robins, 2003). If people feel that they are not being paid equally by their co-workers, they will reduce the number or quality of work or move to another company. Even if, stress can occur when an employee notices that he or she is not getting along well with others; this stress serves as a basis for motivation.

Another study states that the reason why the employee turnover within the organization is due to administrative gaps in management; the gap in organizational policies, organizational structure and placement, recruitment, training and development, promotion, employee benefits, and implementation of reward systems are the main reasons for employee turnover (Fitz-enz., 1990; Waleed Alnaqbi, 2011). One of the reasons why employees leave the organization is when the employees have problems

with job satisfaction and motivation in the organization where their work.

### III. METHODOLOGY AND DATA

#### 3.1 Research design

The purpose of the study is to investigate the relationship between HRM practice and employees' motivation following the mandate given to federal ministers. From this, Human resource management is considered to be an effective process for employee motivation within the organization. Therefore, the findings are analyzed by collecting data and analyzing the practical aspects of civil service organizations as well as by collecting various articles, journals, books, etc. related to the topic.

To accurately identify the problems in the study it used exploratory and descriptive research with mixed-methodology. Exploratory research is interviews, focus groups, review of literature, documents, and case analyses. While descriptive research is also known as statistical research, which describes information and characteristics of the study population or events.

#### 3.2 Target population and sample size

The target population of this study includes the general staff employed in the Federal Democratic Republic of Ethiopian Ministry organizations. The population is not the total population of all the ministries but some of the 21 ministries are sampled and responsive. Subsequently, the first data will be conducted the information by a random sampling of six ministries to study and evaluate 21 ministries in Ethiopia. Twenty-one ministries have a population of 27,835; from this number, taking 5% error difference and 95% confidence, the total sample size included 380 respondents.

#### 3.3 Ethical consideration

Before disseminating the information to selected organizations, firstly discussions were held with the relevant authorities and HRM of the sample selected six organizations, and discuss the purpose of the study to view relevant information. After discussion, we obtained full permission to fill and complete our questionnaire, interview, group discussion, and observe organizational information.

Programs for the six organizations were prepared, and 421 volunteers were recruited from all the sample selection organizations, with the help of a coordinator/agent delegated by HRM joining with the researcher to collect questionnaires, interviews, and group discussions. In this way, gender equality was attempted to be done.

For the six professionals assigned, the researcher provided training to them on the data collection process. On the other hand, the questionnaire coding system is available in the absence of anonymity to protect respondents' identities. Each query contains a letter containing the applicant's identity and confidentiality.

Accordingly, after completing the pilot tasting and re-editing the questionnaire in the selected six organizations 421 questionnaires were prepared and distributed to volunteer participants.

### 3.4. Measurement tools

The Social Science Statistics Package (SPSS) version 26 was used to perform a hypothesis analysis. The statistical tool includes; co-relation, regression techniques, linear regression, and descriptive statistics were applied to conclude.

#### 3.4.1 Correlation Analysis

Correlation analysis is a statistical assessment method used to study the relationship strength of a relationship by measuring the subsequent variables between two numbers. According to Nongmaithem Robindro, and Biniam Kassa (2016), there are five classical rules for interpreting the correlation coefficient between different variables; There are:-

- If the relationship of variables ( $r = 0$  to  $.20$ ) is negligible or unrelated;
- If the relationship of the variables is ( $r = .20$  to  $.40$ ), they have a positive relationship but indicate a low degree of correlation.
- If the variables relationship is ( $r = .40$  to  $.60$ ), it indicates a positive moderate correlation.
- If the relationship of variables ( $r = .60$  to  $.80$ ) indicates the level of positive and marked correlation
- If the variable connection is ( $r = .80$  to  $.1.00$ ), it indicates a positive and high level of connection.

When their directions are separated at the same time and in the same direction, two variables are said to be correlated. If both variables tend to increase or decrease together, they are said to have a direct or positive relationship. If one variable increases whereas the other variables also decrease, the relationship is said to be a negative relationship.

#### 3.4.2 Regression analysis

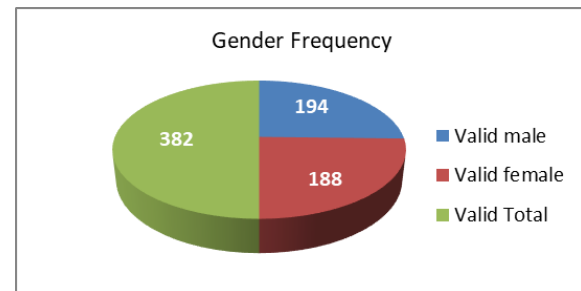
Regression analysis is how a 'best' line is drawn through a series of observations. Regression analysis can be used to identify which variables affect the topic of the study and as a reliable method for analysis.

$$\text{I.e. Motivation (M)} = \beta_0 + \beta_1 (\text{RNS}) + \beta_2 (\text{TND}) + \beta_3 (\text{PA}) + \beta_4 (\text{COM}) + e \dots \text{Model (1)}$$

## IV. DATA PRESENTATION, AND ANALYSIS

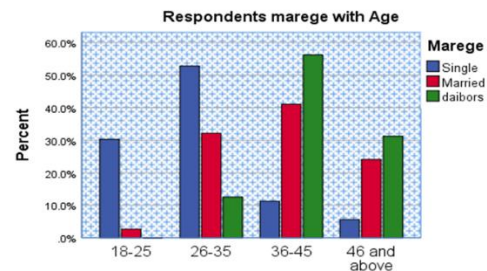
### 4.1 Background characteristics of the respondent

Chart 1 Gender and Education

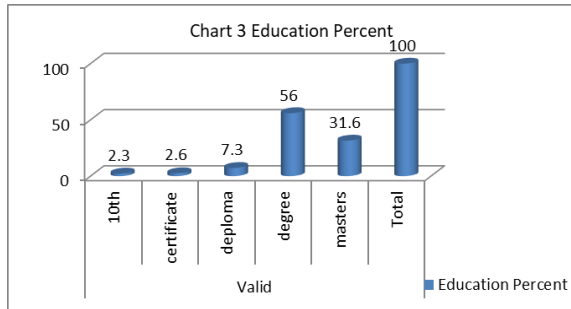


Source: compiled data collected from Ethiopian civil service organizations in 2021

Chart 2 Age and Marital status



Source: compiled data collected from Ethiopian civil service organizations in 2021



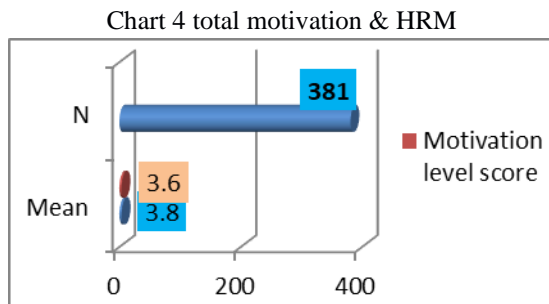
Source: compiled data collected from Ethiopian federal civil service organizations in 2021

The results of the above demographic response indicate that the gender, educational background, family responsibilities, etc. shows the highest number. In this way, it is assumed that they have adequately filled out the questions that are being asked as they have sufficient awareness of anything that might affect their motivation.

4.2 Descriptive statistics of HRM practices on dependent variables (motivation)

Table 1 Descriptive Statistics (HRM) Practices

Descriptive Statistics			
	Mean	Std. Deviation	N
Recruitment	3.60	1.239	381
Placement	3.50	1.268	
Promotion	3.7000	1.09873	
Welfare	4.2000	0.69570	



Source: compiled data collected from Ethiopian federal civil service organizations in 2021

In Table 1 the results of the collected responses are as follows: recruitment a mean score of 3.6, placement

3.5, and promotion a mean score of 3.7, welfare 4.2. The entire four measurements show a strong mean of 3.8. This indicates that HRM practice does not give attention to practical implementation of merit-based practice, employee needs, and welfare. As a result, the employees' have not satisfied or motivated in their organizational activities. For example, from the above table the response showed that employee motivation level is a mean score of 3.6. This mean indicates that in federal ministries organizations employee motivation has been low level.

4.2.1 The impact of motivators (recruitment) on employee motivation; results of the interview and group discussion

According to the interview conducted with recruitment, and placement, it was confirmed that 100% of the participants said, "The way that the recruitment and selection and placement practice is based on the pre-recruitment criteria set by the organization. However, 50% responses said "theoretically, the process seems to be using the criteria set out, but the implementation is problematic, which officials assigned to carry out recruitment are biased in favour of ethnicity and political affiliation. Recruitment committees are also doing discriminatory especially during interviewing."

Participants in the M04 ministry organization interviewees explained that "the recruitment process was based on the registration and comparison criteria set by the organization, but a large number of employees with family and political ties have recruited present in the organization. In addition, some employees are employed beyond the required skills of the vacancy."

As 75% of the total participants mentioned that "organization's structure and placement is not applied based on the scope of the work, but mostly on political change, and this is the process by which the former employee will be leaving their position and the current political supporter or member is given the required job position. As a result, the organization is exposed to discriminatory practices. To implement discriminatory practices, one of the criteria given in the assignment is to appoint a leader who will evaluate the competitor's knowledge and ability and give a score of 20%."



According to the information gathered among the total participants, 83.4% of participants said, “During the promotion process, mostly, especially the position of leader is first given to the required professional temporarily, then it is submitted for the competition and its duration is given a point as a criterion. Also seen that the positions below the leader are not an incentive for the hard worker but a motivation for the employee which closest to the leader. To assist in the implementation of this clear bias, the head of the department evaluated the knowledge and ability of the candidates and included in a criterion that allows 20% of the results to be given;” they explained. This is usually done based on the leader virtue, which reduces the motivation of the employee.

#### 4.2.2 The impact of motivators (Welfare) on employee motivation; results of the interview and group discussion

In the selected organizations the participating directors and experts who participated in the interviews and group discussions unequivocally stated that “it has a problem in terms of respecting our welfare and benefiting, which there is no providing shelter, no democratic rights, no reward and recognition according to our work result, and no dignity of us employees, leaders are seen as the owners of the organization, but the ordinary worker is seen as an employee, and there is no health insurance, there is discrimination, no wage increase as based on work result, likewise, the salaries paid by non-governmental organizations are significantly higher than the salaries paid by the government organization”. As a result, in the Ethiopian Federal Civil Service, the welfare of employees have not been received attention, and, and the motivation of the workers has been reduced.

#### 4.2.3 Regarding the current Human Resource Management (HRM) practices

The interview was held with experts in the selected organizations that respond “in Ethiopian government organization, there are many problems with the lack of focus on human resource management; which is most of the leaders have a serious problem with the proper use of human resource and work. The main reason for this gap is that in the organization most human resources management do not have enough knowledge and experience for their assigned positions, their placement is politically motivated, thereby, it is a well-

known fact that every decision is made by the political leadership.”

In addition, interviewed and group discussions held with experts, directors, and managers, unequivocally suggested that “due to the complex and tedious work of human resource management, the level of placement given in the Civil Service Commission's rating during the job evaluation and grading (JEG) structures is made in the guidelines is very low, which is one of the reasons for the lack of human resource management motivation to contest and work. Accordingly, it never contributes to motivation. In addition, psychologically co-workers and staff view of the HRM department is very low.”

#### 4.2.4 Regarding HRM practice and employees motivation, the Civil Service Commission (CSC) response

According to experts interviewed with civil service organizations, they said; “civil service organization is responsible for supporting, monitoring and overseeing the organization and management of human resources in 21 ministries. However, they said although support and follow-up will be provided to implement the process, adequate and appropriate support will not be provided.”

They stated that “one of the things we observed at the audited organizations was that the employee's motivation was low;” we took the situation and asked the organization: ‘is there a plan to increase staff motivation?’ After, they explained that “there was no planned program regarding employee motivation.” This shows, there is a gap in action that can increase employee’s motivation in planning and programming process.

#### 4.2.5 Results of interview and group discussions regarding employee motivation

Regarding the interview and group discussions with experts at the selected organizations conducted with employee motivation, unequivocally said that “there is no planned and systematic approach to us employee motivation in selected organizations. The Civil Service Commission (CSC) or the organizations has not prepared a directive for the needs and benefit of us employees. Because of this complaint that our basic needs are not met and that rights have not been

respected, as well as “little attention is paid to the employee motivation at the organization.”

In addition, 75% of respondents said, “HRM does not respect employee motivation, and does not actively do priority to combining the organization’s plan with the employees”. On the other hand, 25% of respondents mentioned that “in an organization, HRM works in practice to increase employee motivation.”

Expert respondents explained unequivocally: “we employees have a lack of benefits, there is no salary increase based on our performance, no reward and recognition system, failure to provide performance-based promotion, denial of respect for our rights, along with lack of adequate capacity building, and no freedom of work. As a result, most of us employees are dissatisfied and our motivation hurts.”

4.3 Correlation Analysis result: the relationship between independent and dependent variables

Table 2 Covariance Analysis: correlation matrix of dependent and independent variables  
Source: compiled data collected from Ethiopian civil service organizations in 2021 through SPSS 26;

As put in table 3, HRM practices; requirements 0.627, Placement 0.717 and promotion 0.803 significantly correlated to employee motivation. Pearson’s correlation indicated the level of positive and marked with a confidence level at  $p \leq 0.05$  correlations in a positive direction between requirement, Placement, promotion, and employee motivation; thus, hypothesis one (Recruitment has no implications on employee motivation in Ethiopian Federal Civil Service organizations) is rejected. Therefore, the study evaluation result is recruitment, Placement and

		Correlations				
		Motivation level score	Recruitment	Placement	Promotion	Welfare
Pearson Correlation	Motivation level score	1.000	0.627	0.717	0.803	0.517
	Recruitment	0.627	1.000	0.574	0.751	0.336
	Placement	0.717	0.574	1.000	0.571	0.381
	Promotion	0.803	0.751	0.571	1.000	0.444
	Welfare	0.517	0.336	0.381	0.444	1.000
Sig. (1-tailed)	Motivation level score		0.000	0.000	0.000	0.000
	Recruitment	0.000		0.000	0.000	0.000
	Placement	0.000	0.000		0.000	0.000
	Promotion	0.000	0.000	0.000		0.000
	Welfare	0.000	0.000	0.000	0.000	
N	No. of participants	381	381	381	381	381

promotion has a significant impact on employee motivation.

HRM practices; capacity buildings 0.517 correlated to employee motivation; Pearson’s correlation indicated there was a sign with a confidence level at  $p \leq 0.05$  correlations in a positive direction between welfare and employee motivation, therefore, (H<sub>0</sub>) Welfare does not have an impact on employee motivation is rejected. Therefore, the study evaluated that Welfare is a significant impact on employee motivation.

4.4 Regression Model Summary: independent variable (x) on dependant variable (y).

Table 3 Regression matrix of dependent and independent variables

Model Summary									
Model	R	Adjusted R Square	Std. Error of the Estimate	Change Statistics	R Square Change	F Change	df1	df2	Sig. F Change

1	0.873 <sup>a</sup>	0.761	0.759	0.39111	0.761	299.914	4	376	0.000
Predictors: (Constant), Welfare, Recruitment placement, and position									
Dependent Variable: Motivation level score									

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	183.505	4	45.876	299.914	.000 <sup>b</sup>
	Residual	57.515	376	0.153		
	Total	241.020	380			

Predictors: (Constant), Welfare, Recruitment placement, and position  
 Dependent Variable: Motivation level score

Table 4 Standardized Coefficients

Model				Standardized Coefficients	T	Sig.
		Beta				
1	(Constant)	0.758	0.123		6.153	0.000
	Recruitment	-0.045	0.025	-0.069	-1.748	0.081
	Placement.	0.234	0.020	0.372	11.490	0.000
	Promotion	0.420	0.030	0.579	14.174	0.000
	Welfare	0.162	0.033	0.141	4.948	0.000

- a. Dependent Variable: Motivation level score
- b. Dependent Variable: Motivation level score

Above table 4 shows that the model R Square 0.76 of the variation in the dependent variable (motivation level) is explained by included variables (HRM practices /Requirement, Placement, Promotion, and Welfare) in the model, which is all the independent variables (HRM practices) mentioned in this research influence 76% within  $p \leq 0.05$  significant of employees' motivation. About 24% difference in the dependent variable is not specified; this is because there may not include an entire in all the variables in this paper to predictions described in the analysis model. The overall result indicates the model is a good fit.

The above Ordinary Least Squares (OLS) Model revealed that Placement, Promotion, and Welfare were statistically at a 5% significance level, a recruitment variable is not significant. Standing with this,

interpretations of significant variables were presented as follows:

4.4.1 Placement practice on employee motivation

The result indicated that the Placement practice variable is significant ( $p < 0.001$ ). It shows Placement variable positively influences on motivational level. The coefficient of the variable 0.372 indicates that as Placement increases or decreases by 1 unit motivational level increases or decreases by units keeping other variables constant.

4.4.2 Promotion practice on employee motivation

The result indicated that the Placement variable is significant ( $p < 0.001$ ). It shows its variable has positively influences on motivational level. The coefficient of the variable 0.572 indicates that as Promotion increases or decreases by 1 unit motivational level increases or decreases by 0.572 units keeping other variables constant.

#### 4.4.3 Promotion practice on employee motivation

The result indicated that the Welfare variable is significant ( $p < 0.001$ ). It shows its variable has positively influences on motivational level. The coefficient of the variable 0.141 indicates that as Welfare increases or decreases by 1 unit motivational level increases or decreases by 0.141 units keeping other variables constant.

### V. DISCUSSION

#### 5.1. Human resource management practice on employee motivation

##### 5.1a Motivators (recruitment, placement, and promotion practice) on motivation

The most important factor in an employer's success is finding a professional who can meet the requirements for the job. Within this point, to identify the impacts of recruitment, placement, and promotion practice on employee motivation in Ethiopian federal civil service organizations, the result indicates that as the majority response, the selection and requirement implementation are problematic; when seen in detail, some officials assigned to conduct the recruitment were selected based on ethnicity and/or political affiliation.

Another major problem is that the organization's structure and placement are not applied based on the scope of the work. It is based mostly on political change and this is the process by which the former employees leave their job position and the current political supporters and/or members have been given the vacant job position. Besides, the Civil Service Commission does not have a permanent policy for each organization to follow in the placement of employees to the success of the organization's mission except for the approval of the classification criteria made by each organization. Hence, one of the criteria for implementing this approach is by appointing a political leader who evaluates the competitor's abilities and performance. This approach is contrary to the current constitution of Ethiopia (1064/2017). Manipulation of organizational structure and placement by political leaders has significantly affected employee satisfaction and motivation.

Another major problem is that the organization's structure and placement are not applied based on the

scope of the work. It is based mostly on political change and this is the process by which the former employees leave their job position and the current political supporters and/or members have been given the vacant job position. For instance, a large number of employees with ethnicity and/or family ties were present in some organizations. The ministry of M04 has (some employees who are employed beyond the required skills for the vacancy).

The Civil Service Commission does not have a permanent policy for each organization to follow in the placement of employees to the success of the organization's mission except for the approval of the classification criteria made by each organization. Hence, one of the criteria for implementing this approach is by appointing a political leader who evaluates the competitor's abilities and performance.

The Ethiopian Federal Civil Service Proclamation stipulates that during the selection of applicants the executor does not discriminate based on race, gender, religion, political opinion, disability, HIV / AIDS, or any other reason (Federal Civil Service Proclamation, 1064/2017). Therefore, the law and its implementation are contradictory. This approach is contrary to the current constitution of Ethiopia (1064/2017). Manipulation of organizational structure and placement by political leaders has significantly affected employee satisfaction and motivation.

The previous study showed that in Ethiopia HRM plays an impact that is to say the recruitment practice is filled according to the interests of the family, ethnicity, and race (Kamoche Ken N et al., 2004). The findings show that the current selection and recruitment process is similar to that conducted by Kamoche Ken N et al., (2004). Thus, it is supported by this study.

The results show that during the promotion process, most of the leadership positions are not an incentive for the hard work but it is to the political party affiliation. To assist in the implementation of this clear bias, the head of the department evaluated the attitudes and performance of the candidates and included a criterion that allows 20% of the results to be given (this mark is not a performance appraisal result). Accordingly, this discriminatory practice was

implemented Potential competitors lack confidence in the implementation of governmental policies and the organization's operations. In line unskilled workers are forced to work beyond their capacity and skills, which in turn leads to inadequacies in their work performance, dissatisfaction with their work, and leads to a lack of motivation.

Researchers point out that “a person who is serviced by any organization must be assigned with the right qualifications and competence at the right place” (Gowing and Lindholm, 2002). Thus, the findings of this study indicate that the practice at the site of the study was found to be the opposite of this concept.

Regarding the practice, the Civil Service Inspection Team (SCIT) mentions that “there are performance gaps in some government organizations under the Civil Service Commission and that the Commission has reviewed HRM gaps but there is no mechanism to address them.” In line with this, at the time of placement, there is discrimination practice against employees and their satisfaction is limited.

#### 5.1b Motivator (welfare practice) on employee motivation

To assess the factors of welfare on employee motivation in Ethiopian civil service organizations the finding shows that it has a problem in terms of respecting employees' welfare and benefit; there is no provision of shelter service, no respect for democratic rights, there is no dignity to employees, leaders are seen as the owners of the organization whereas the ordinary worker is seen as an employee.

The main purpose behind the implementation of welfare work is to facilitate the appropriate working conditions of the worker that reduce the impact on the employee and their family members (Chandra S., K. Madhu, 2015). When this is done, the employee can concentrate on his or her internal and external attitudes and develop their motivation.

For instance, the M04 ministry provided accommodation for most leaders; the payment structure is also better than the government-run civil service organizations. Before the salary increments in the M04 organization in 2019, a significant number of

workers of the M04 organization were leaving their institution. However, since 2019 after the salary increment in 2019ases, the number of employees leaving is reduced in their organization has been reduced.

There is discrimination between political party members or supporters and non-political party members, In this regard, the law guarantees equal and effective protection for all, regardless of race, ethnicity, nationality or other social origins, color, sex, language, religion, political or other opinions, property, race, or other circumstances (Ethiopian Constitution, 1995).

“Maintaining an employee welfare program is important for the improvement of the organization” (Chitra Reddy, .....). Welfare activities can also assist performance by providing constructive support to those who are unable to perform due to illness or difficult personal circumstances (Derek Torrington, Laura Hall, and Stephen Taylor, 2008: 6-10).

Any organization should be good to employees in a way that allows its employees to be present regularly and to serve to satisfy their clients in the best performance of their assigned job. According to a study as long as any organization respects the dignity of its employees, the value of any organization is good.

As shown in mentioned the above findings and researchers' concepts, due to the unsuccessful welfare implementation of the staff in the Ethiopian Federal Civil Service organization (EFCSO) the employees' happiness and dissatisfaction with their organization is an obstacle to their motivation.

#### 5.2 Responses regarding employee motivation

The organization's management needs to follow a planned and disciplined approach to their employees. Because employee satisfaction or dissatisfaction with an organization depends on two factors; which are intrinsic and extrinsic conditions (Herzberg, 1966). Based on this, to assess employee motivation in Ethiopian federal civil service organizations, the results showed that there is no planned and systematic approach to employees' motivation. As the majority saying, the Civil Service Commission or the organizations has not prepared efficient directives for

the needs and benefit of employees. Because of this complaint, their basic needs are not met and their rights have not been respected, on the whole, little attention is paid to the employee motivation at the organization.

Regarding intrinsic motivation, employees who have not gained recognition and reward based on their performance. Mainly do not have psychological freedom and peace in their workplace. HRM does not respect employee motivation, Furthermore, the poor treatment of the staff at the organizations has affected their sense of work; as they have not had as much satisfaction with their work as they thought, and they are not happy with the results of their performance.

Regarding extrinsic motivation, they did not receive a salary increment based on their performance; The salary increase is a method of retention and human resource management must develop a clear employee retention strategy after understanding the psychological theory and conducting employee satisfaction surveys (....., 2016). Employees want higher wages, better pay, and bonuses. Money is the main reason for any motivation (UNDP Global Centre, 2014). On the other hand, it showed that in most the practice there is no merit-based promotion practice. In addition, does not actively do priority to combining the organization's plan with the employees. As a result, most employees are dissatisfied and their motivation has been hurt.

However, there is no system in place regarding reward and recognition also due to the lack of effective policies that protect the interests of employees. But the study by (ibid) points out, that public service is ensured when the motivation of the staff to provide the service grows; when there is a lack of professional development, public service ideas fall apart.

On the other hand, the reason why the employee turnover within the organization is due to administrative gaps in management; the gap in organizational policies, organizational structure and placement, recruitment, training and development, promotion, employee benefits, and implementation of reward systems these are the main reasons for employee turnover (Fitz-enz., 1990; Waleed Alnaqbi,

2011). Based on this, their findings are supported by this study.

As Yongbeom Hur's (2017) study, "Herzberg's two theories on public management, such as promotion, training and career opportunities, and increased responsibility did not motivate public managers." In another way, the findings of this paper showed that there is a lack of intrinsic and extrinsic motivation which affects both managers' and employees' motivation in public organizations. Therefore, the study by Yongbeom Hur (2017) is not supported but two theories of Herzberg's are supported by this study. Thus, the findings show that HRM practices in Ethiopian public service organizations have had a significant impact on employee motivation.

### 5.3 Research limitations/implications

The study did not address gender differences and HRM functional impact on motivation. In addition, Due to the lack of data collected and documented by the Ethiopian Federal Civil Service Commission's Bureau on employee motivation each year, it was not possible to compare the level of annual employee motivation in each organization. In addition, due to the global epidemic of CV-19, the study did not include private and public development organizations.

## VI. CONCLUSIONS RECOMMENDATIONS

### 6.1 Conclusions

Individuals work individually and/or collaboratively with diligently, vigorously, and mental readiness to fulfill their needs, in the process, they need an organization that is comfortable with their work, and a leader with the skills to lead. In particular, human resource management is an important field of work in the day-to-day activities of leadership for the success and motivation of the organization's community.

According to the analysis, the organization's human resource management practices are crucial to achieving the organization's goals that stimulate and motivate employees. However, in the Ethiopian civil service organizations, the human resources management practices have shown a wide gap, such as a lack of HR policy, government negligence, lack of professionalism and experience, political party intervention, often recruitment, placement, and the

promotion held more focused based on a political patronage system, and ethnicity; HRM not considered a core component (this practice creating a sense of inferiority in terms of other processes); for these reasons, not carrying out planned activities for the diligence, strength, and the employees' motivation based on their knowledge, skills, and abilities.

Employees' welfare and working environment security are not given much attention, and has problematic; in most cases, there is no planning or policy-based implementation to help keep employees safe, which are as health insurance coverage, housing benefits, non-performance-based wage increases, occupational safety are major problems to increasing employees' risk and decreases motivation.

In general, this study shows that from the Civil Service Commission to the public organizations in Ethiopia, there is a wide gap in human resource management practices in terms of employee motivation and desired organizational outcomes. Thus, it is proof that human resource management practices have a significant impact on employee motivation.

## 6.2. Recommendations

The results of this study examine the impact of human resource management practice on employee motivation and summarize effective strategies for improving the practice. From this, an organization needs an employee to perform its specific tasks to carry out its mission. To achieve these, there must be well-rounded human resource management that can attract qualified, skilled and talented professionals to the organization. Based on the work problems found, the researcher suggests the following recommendations.

To select the best HRM, leaders, and professionals in the organization, the responsible body should be focusing and consider on professional philosophy, such as HR skills, Technical abilities, Leadership skills,

Obviously, in Ethiopia, one of the organization's practices is the desire to increase the number of members of the ruling political party within the organization, and the subsequent interference in decision-making processes. This can hurt employees'

attitudes, Commitment, and motivation. Thus, the government must pay attention to the success of the organization, freedom of employees, and motivation; then political intervention should be eliminated from the organization.

Establish a system that plans employee motivation, and promotes transparency, listening, learning, participation, and accountability in the organizational process.

When gaps are found on HRM practice in federal civil service organization by the Federal Civil Service Commission (FCSC) audit, there is no system for monitoring their corrective action. Therefore, the best solution is for the federal civil service commission should be informed about gaps in the Ministry of Finance and Economic Development (MOFED). When MOFED is informed of organization al HRM policy violations, it holds its budget allocation until the organizations corrected their violation. For the time being this allows gaps to be corrected promptly, and organizations to prevent further violations.

### 6.2.1 Future Research Areas

The current study examines low employee motivation is related to leadership practice, but there are still other factors that affect employee motivation. It is recommended that future researchers focus on other factors that affect employee motivation.

The study included Ethiopian federal civil service organizations and did not include other public enterprises and private sector agencies. This is because all sectors have different mechanisms and processes. Based on this, it suggests that researchers should research the content of this motivation for employees in these public enterprises and the private sector.

In this study, the effect of motivation on gender was not explored. Therefore, it is recommended that the effect of motivation be explored on the impact of demographic differences on the perception of leadership characteristics to address gender differences and develop leadership training programs. Findings from this study show that HRM performance has a wide range of problems, leading to a reduction in employee motivation. The main contributor to this challenge is there is a gap in the functioning of the

Civil Service Commission, which is responsible for overseeing it. Therefore, based on this gap, it will important to conduct an in-depth study of the impact of the Ethiopian Federal Civil Service Commission on HRM practice.

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