Public Administration in Ethiopia

Terefe Gemechu, Dereje, Ayeneh Warota, Meheret, Bouckaert, Geert, Kebede Debela, Bacha

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PEOPLE AS HUMAN RESOURCES
Introduction

Among existing managerial functions and resources, human resources are a key leverage function for a performing public sector. This part consists of four complementary chapters. The first chapter (chapter 12) discusses meritocracy, career development, and promotion in the Ethiopian civil service. One of the prime messages of the chapter is that, despite the human resource management legal frameworks and directives, the recruitment, promotion, and career development in the federal civil service combines elements of meritocracy and patronage. The latter appears to be more significant, particularly for top and strategic positions. The next chapter (chapter 13) explores the continuities and changes in human resource management in the Oromia National Regional State, the largest region in Ethiopia. It reveals that, notwithstanding the changes, the politico-administrative reforms were predominantly used to enhance the loyalty of the civil servants to the political executives at the expense of improving their well-being and serving the citizens. Chapter 14 focuses on identifying the role of middle-level managers in Ethiopian civil service organizations. One of the key findings of the chapter is that middle-level managers are systematically balancing competing roles, but the balance shifts. They do tend to give higher priorities to certain roles over others. Chapter 15 explores the Ethiopian civil service system and its implications for leadership roles. All authors have presented key conclusions and insights demonstrating the essential and dynamic nature of HRM in the context of a developing state.