SUMMARY

The purpose of this study is to explore the structure, processes and practices of human resource management (HRM) in Ethiopian federal civil service. It focuses specifically on the problems ingrained in the organizational setup of HRM, position classification, recruitment and promotion, and training of employees in Ethiopian federal civil service. Owing to the nature of the topic of the study, an exploratory mixed research approach was adopted and the data required for the study was gathered from both primary and secondary sources through questionnaire survey, interviews and document reviews. The primary data was gathered using a structured questionnaire administered to 343 civil servants and through in-depth interviews conducted with 20 officials and experts selected from six federal civil service organizations. The data gathered from different sources was analyzed through a combination of qualitative and quantitative techniques. The results of the quantitative analysis indicate that there is a moderately sound HRM structure; less systematic position process; moderately meritocratic recruitment, selection and promotion processes; and less systematic employee training process in Ethiopian federal civil service. The frequent changes and instabilities in the structure of the central civil service administration, outdated position classification system and regulation, unwarranted interference of higher officials, lack of human resource planning, inconsistencies and bias in HRM practices, lack of adequate promotion and training opportunities, and the absence of national training policy and systematic procedure were found to be some of the major problems regarding the structure, processes and practices of HRM in Ethiopian federal civil service.