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AN ASSESSMENT OF HUMAN RESOURCE MANAGEMENT PRACTICE, IN THE CASE OF BANK OF ABISINYA

BY
ZULAL ABASS

JUNE,2021

ADDIS ABABA, ETHIOPIA

AN ASSESSMENT ON HUMAN RESOURCE

MANAGEMENT PRACTICE; THE CASE OF BANK OF ABISINYA

By

ZULAL ABASS

SGS/0623/2012A

Advisor: SALEAMLAK MOLLA (PhD.)

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APPROVED BY BOARD OF EXAMINERS

_____	_____
Dean (Graduate studies)	**Signature & Date**

Saleamlak Molla(PhD)   _____

 Advisor   **Signature & Date**

Mesfin Tesefaye (PhD)   _____

Internal Examiner   **Signature & Date**

Tewodros Mekonen (PhD)   _____

External Examiner   **Signature & Date**

DECLARATION

I, the undersigned, declare that this thesis is my original work, presented under the guidance of Saleamlak Molla (PhD) All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher institution for the purpose of earning any degree.

_ZULAL   ABASS___   _____

    Name   **Signature**

St. Mary University,   **Addis Ababa June, 2021**

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Saleamlak Molla (PhD)   _____

St. Mary University, Addis Ababa   Advisor Signature

            June, 2021

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ABBREVIATIONS AND ACRONYMS

ATM   Automated Teller Machine

BOA   Bank of Abyssinia

CEO   Chief Executive Officer

HR   Human Resource

HRM   Human Resources Management

HRP   Human Resources planning

ITM   Interactive Teller Machine

POS   Point of sales

SPSS   Statistical Package for Social Sciences

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Abstract

Employees are believed to have a strong and vital role to play in any organization, main success and effectiveness of the organizational goal is employee performance, which provides does us to pay close attention to human resource management practice. Employee Human resource planning, Recruitment & Selection, Compensation & Benefit, appraisals are elements of human resource management which are more important for all financial and non-financial sectors. The study was to assess the practice of Human Resource Management on Bank of Abyssinia located in Addis Ababa. In order to conduct the research, a descriptive research design with a Quantitative and qualitative approach (mixed approach) was employed. The methodologies used to undertake the study were primary data collection. Besides this, the numbers of participants for this study were 237 employees. According to the data, the sample respondent has using 38 item questioners and nine interviews for managerial, clerical, and non-clerical. Collected data were analyzed tool through SPSS software version 23. The major objective of this study is to assess the practice of Human Resource Management in the bank of Recruitment & Selection, Compensation & benefit, practices. The finding of the study revealed that BOA' had strength in Recruitment & Selection HRM practices, According to the survey, most respondents performed better than human resource planning, compensation and benefits Practice. However, on the other hand, the study result indicates the Bank has problems with employee motivation (encouragement) and didn't pay attention to the issues raised by the employees. Therefore, the bank to be taking immediate action It is important to find the solution to increasing employee motivation by working closely with the employee and evaluating these weaknesses.

Key-words: - Human resource planning, Recruitment and Selection, Compensation.

CHAPTER ONE

1.1 INTRODUCTION

This chapter introduces the background of the study, the research questions to be answered, and the significance of the study, statement of the problem; the scope of the study, the companies to be studied and the organization of the study are incorporated in this chapter.

1.2 Background of the Study

The ability of an organization in the process of management depends largely on its efficiency and effectiveness in utilizing its human resources. Human resource is the most fundamental and decisive asset. On the other hand, whatever ample material and financial resources it may have, the institution is lifeless unless it converted to some sort of outputs with the effort of people. This is due to the fact that human resources mobilize and organize other resources to realize organizational goals and objectives.

Human Resource (HR) is the most important asset for any organization. It is the source of achieving goals and increasing the productivity and competitive advantage to be successful in the business. Greater use of HR practices is associated with higher levels of employee commitment and contribution and is in turn linked to higher levels of productivity and quality of services. Several studies and journals show the benefit of HR. this system provided in the organization the human resource maintained administrating and used effectively.(Guest et al, 2000b)

Armstrong and Baron (2002) stated that: People and their collective skills, abilities, and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and as constituting a major source of competitive advantage. Human resource management is a distinctive approach to employment management that seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural, and personnel techniques. (Storey, 1995)

Human resource practices include selecting human resource needs, screening, recruiting, training, rewarding, appraising as well as attending to labor relations, safety and health, and fairness concerns (Dessler, 2007).

Improving human resource management practices, such as training and growth, performance management, compensation, and benefits management, and maintaining employee and employer relationships, is one of the major practices used to improve a company's performance morale and physical motivation in the organization further duties. Change in the globalization process, human resource practices in recruiting employees also changed to include other forces such as diversity, compensation, and benefits package (Ruona& Gibson,2011) With the expansion of globalization and the emergence of different work cultures, it is important to implement new scholarly concepts to improve HRM.

Any business is only as good as the people who comprise the organization. Therefore, an excellent employee is a pearl of great price. However, instead of recognizing the value of their employees, many companies still squander these precious human resources in a number of ways. Employees leave organizations for all sorts of reasons. Some leave due to more pay, better prospects (career move), more security, more opportunity to develop skills, better working conditions, poor relationships with manager/team leader/, poor relationship with colleagues, harassment, pregnancy, illness, moving away from area etc (Armstrong, 2006)

Thus, by recognizing the problems, the employee can achieve better growth by eliminating factors that undermine the motivation of the employee. This is to be expected from this study and will pave the way for the organization to perform better by showing its weaknesses or strengths. In developing countries, like Ethiopia, a bank-dominated financial sector, when effective and efficient plays a significant role in promoting economic growth.

Banks are a vital part of a nation's economy; they play a key role in improving efficiency by facilitating the flows of financial assets from several to those with investment and consumption needs. Banks greatly contribute to the establishment and sustainability of the industry by lending money to the expansion of the industry and facilitating the diversification of the industry. The banking system is also important since any instability in the banking system has the potential to lead to financial instability and economic crisis. Hence, the superior performance of banks is

considered a mainstay for market economic growth. Policymakers try to ensure that the banking system is stable and besides ensure that it is competitive and efficient. In developing countries, like Ethiopia, a bank-dominated financial sector, when effective and efficient plays a significant role in promoting economic growth.

1.3 Historical Background of the Company

The first bank in the Ethiopian history is traced back in the year 1906 when the Bank of Abyssinia was inaugurated by Emperor MENILIK II and it was a private bank. In the year 1931, Emperor Haile Selassie introduced a reform into the banking industry and the bank became fully owned by the government and the name was also changed. On February 1996, ninety years after the establishment of the first bank, a newly private owned bank with the historic name "Bank of Abyssinia", but otherwise not connected with the older bank, became operational.

BOA started its operation with an authorized and paid up capital of Birr 50 million, and Birr 17.8 million respectively, and with only 131 shareholders and 32 staff. In about twenty five years since its establishment Bank of Abyssinia has registered a significant growth in paid up capital and total asset. It also attracted many professional staff members, valuable share holder and large customers from all walks of life. This performance indicates public confidence in the Bank and reliability and satisfaction in its services.

The Bank is organized under the board of Directors who is the supreme power responsible to manage its overall activities. Under the board the president and its two vice presidents run the day to day activities of the bank all responsible for different Departments. It has created an employment opportunity for six thousand nine hundred ten and also raised the shareholder in 2400.

Currently through over the 561 branches in the country, BoA serves over 3.3 million customers. BoA's well-structured financial service system is connected through the T-24 core banking system. Moreover, the bank continued expanding digital channels with a view to improve accordingly, 400 ATMs and 300 POS terminals have been deployed in different locations across the country. It has been able to double our cardholder customer-base this year by reaching over 910,000 cardholders, showing a tremendous growth over the previous Fiscal Year.

The Bank's total revenue reached Birr 5.67 billion, registering a 32% rise from the previous year, i.e. 4.29 billion. The Bank has also registered a gross profit before tax of Birr 1.08 billion, which has grown Years of Success 9 by 6% from that of the preceding year. Accordingly, the Bank's total assets grew by 45% and reached Birr 56.89 billion while total equity rose by 15% and reached Birr 5.68 billion.

The Vision of BOA to become the leading commercial bank in East Africa by the year 2030. BoA Mission are to enables the bank to drive forward with aim. Provide excellent financial services through competent, motivated employees and digital technology in order to maximize value to all stakeholders

Four the major BOA values are Customer Satisfaction, Integrity, Team work and Collaboration and Caring for our community. As one of our core values, the Bank of Abyssinia promotes corporate social responsibility. It believes the well-being and improved living conditions of our community will benefit us all. As such, BoA participates in various national projects and other social and economic initiatives. These include the construction of the Ethiopian Grand Renaissance Dam, the establishment of the Ethiopian Cardiac Center, Ethiopia Rotary Club, and the establishment of Ethiopian Women Traders' Associations.

Currently, only at Bank of Abyssinia introduces the new self-service machine that provided the service of branch banking through excellent and friendly virtual tellers from the comfort of any ITM corner. Virtual banking conducted through the use of An Interactive Teller Machine (ITM) creates the hybrid experience of using an Automated Teller Machine (ATM) and working with a live teller. Sometimes called a virtual teller, ITMs contain the machine automation for handling currency, accepting checks, scanning identification, and printing receipts. They also add a human element to the transaction through digital communication tools that connect with a remote, live person within the bank. Similar to using Skype on a personal computer, ITMs allow voice communication (over a speaker or a private handset), video conferencing, and chat.

Presently in Ethiopia the bank industry increasing rapidly. There are over 20 private and government banks operating and over 10 banks are under formation. This process increasing the competitive from others bank and it create challenges facing to sustain in the business, and it help to build strong employment in advantage better performance. Hence, in order to win the

competition the bank has to develop and practice the HRM its employees. To this effect the bank is doing its best in delivering apply the HRM program relatively, In this regard we can analysis and assessing the HRM Practice in the BOA and identify the organization performance.

The bank is Believes training and development increasing human capital and organization capacity. Accordingly, on the annual report, the bank has provided for its 5071 employees development and capacity building training. The Bank has it continuing the strength its human resource, reached over 6,700 on the report. The Bank's human resources grew after the opening of additional branches and business expansions and thus recruitment of new personnel to meet the ensured human resource requirements.

1.4 Statement of the Problem

Human resource management is critical to the success of organizations because one of the most important success factors in today's competitive business environment is an energetic, competent, motivated, and highly committed and innovative human resource (Martin et l 2003).

The functions of HRM hold great significance in the growth and overall development of the organizations. After all, when the employees grow and develop their skills, the organization will automatically experience growth and expansion. Some of the primary functions of HRM include selection, training and development, compensation and benefits, performance management, managerial relations, and labor relations.

Banks will need to create a competitive advantage through their employees. Because no meaningful change is possible without the proper management of human resources, organizations would have to now emphasize using human resources to differentiate in the competitive environment.

According to a preliminary survey conducted by others researchers on the bank, employee's opinions on performance appraisal, and recruitment and selection practices of the Bank of Abyssinia have reflected that there are inside organizational weakness and strength in performance.

In this regard, the previous research observations on the HRM activities of the bank were focused only on one or two of them. In previous (Eniye, 2007), studied assessment of Employees performance appraisal practice'' identify the finding BOA there is no written policy about the

performance appraisal system and the objective of the performance appraisal. (Goshu 2018,) study the Assessment of performance evaluation system and practices the findings show that performance evaluation criteria are in connection with bank goals and objectives and points given to each criterion are in accordance with the general rule of performance evaluation criteria.

As (Tewabe 2013), in the study "Human resource training practice" identify the finding "training and development programs are found very relevant in improving job performance as per the response obtained from most of the respondents."

However, it doesn't show to compile general information. Therefore, this study is intended to review HRM practice at the Bank of BOA

The previous HRM studies in BOA focus only some part of HRM and did not cover the following HRP, recruitment and selection, and compensation and benefit. This leads to the importance of further studies that assess more aspects of HRM. Here by this research gave attention in describing the fact of uncovered HRM functions in the case of BOA head office. Thus; the study tries to seek answers to the basic research questions indicated below.

1.4 Research Question

Major research questions are formulated:

1. What is the Existing HRM functions in BOA

2. How is human resource planning implemented in BOA?

3. How does the bank conduct a fair and transparent recruitment and selection process?

4. What is the employee's perspective towards reward and compensation practices in BOA?

1.5 Objective of the Study

1.5.1 General objective

The overall purpose of this study is to assess the function Human resource management (HRM) in the case of Bank of Abysinya.

1.5.2 Specific objective of the study

This study specifically intends to.

1. To assess the existing HRM functions in BOA

2. To assess the HRP implemented in BOA

3. To evaluate the procedure of recruitment and selection in BOA.

4. To understand the employees' perception towards reward and compensation practices in BOA.

1.6 Significant of the study

The research has contributions to academics and management practices respectively. The major findings of this study also help to understand the changes that the Bank of Abyssinia can improve in terms of HRM practice practices by identifying gaps and understanding the impact on staff performance. And the other findings of this research add to the knowledge of the subject of HRM by deepening readers' understanding of the subject of HRM practice from the perspective of banking industries. Besides contributing to the existing pool of knowledge, it will also contribute to the academy by jumpstarting future researches.

1.7 Delimitation/ Scope of the study

The scope of the study only focuses on the Bank of Abyssinia; the finding cannot be generalized to other organizations. This study indicated the HRM practice in BOA that assesses some HRM function like HRP, compensation, and benefit, and selecting and recruitment.

Geographically the research focus is the bank's Head Office in Addis Ababa city, core and support process and the research covered the views of management and non-management employees of the Bank included non-clerical employees.

Methodologically: mixed approach of qualitative and quantitative research approach is applied. The research design is descriptive research designs were employed.

1.8 Limitation of the Study

A major limitation of the study is, due to resource constraints, the study does not include BoA branches and offices located outside of Addis Ababa. It is thus understandable that this may have its own limitations on the findings of the study. The study is also limited only to the pieces of information that the respondents are willing to disclose the information.

1.9 Definition of the Term

The following definitions are provided to ensure uniformity and understanding of these terms throughout the study**.**

Benefits: Indirect financial and non-financial payments employees receive for continuing their employment with the company (Dessler, 2003, 527).

Compensation: Compensation is defined as financial and non-financial compensation granted to employees in return for their contribution: Salaries, medical care, health and group insurance are under financial compensation and non-financial recognition, opportunity to grow, supervisor support are under non-financial compensation, Mary M, et al (2015).

Employee compensation: All forms of pay or rewards going to employees and arising from their employment (Dessler,2003, 528).

Direct financial payments: Pay in the form of wages, salaries, incentives, commissions and bonuses (Dessler, 2003, 529)

Human Resource Management (HRM): Byars and Rue – "Human resource management encompasses those activities designed to provide for and coordinate the human resources of an organization Human resource functions refer to those tasks and duties performed in organizations to provide for and coordinate human resources".

Human Resource Planning (HRP): The process of deciding what positions the firm will have to fill and how to fill them (Dessler, 2003, 90). It is also called employment of personnel planning.

Indirect Financial Payment: Pay in the form of financial benefits such as insurance (Dessler, 2003, 530).

Recruitment: The process of generating leads, inviting candidates, interviewing candidates, making offers, and hiring (Dessler, 2003, 98).

1.10 Organization of the Study

The study organized into five chapters. Accordingly, the first chapter presents the introduction of the study. This chapter presents detailed discussion on the background of the study, the problem statement, the research question, the objective of the study, definition of terms, significance of the study, the scope and limitation of the study. The Second chapter presents Literature Review where the theoretical background of the study is presented. Clear discussions to the concept of HRM function such as managerial relation, labor relation, compensation and benefit, training and development, and performance management,

The Third Chapter discusses the methodology adopted to conduct the research. In the chapter the design and methodology is discussed in detail, the population and sampling, research instrument is used, data collection techniques and data analysis procedures is stated. The Fourth chapter presents Data Analysis and Interpretation, and Discussion of Results. It answers all the research questions. The fifth and final chapter delivers the researcher's recommendations, conclusions and summary of the research based on the findings.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Introduction

In the previous chapter, a brief overview of the components in the research was given. The purpose of this chapter is to present an understandable explanation of human resource concepts from various sources to support the research theoretically. The relevant HRM concepts can explain benefits of undertaking effective HRM practices in organizations. The chapter gives an overview of HRM theories to indicate the importance of HRM in managing people in any organization.

2.2 Theoretical Literature

The concept of Human Resource Management was first defined by (Bakke 1966) who said that the general type of activity in any function of management is to use resources effectively for an organizational objective. The function which is related to the understanding, maintenance, development, effective employment and integration of the potential in the resource of „people‟ I shall call simply the human resources function. However, HRM emerged fully fledged later when the Michigan „matching model‟ (Fombrun et al, 1984) and what (Boxall 1992) calls the Harvard framework developed by Beer et al (1984) made statements on the HRM concept revealing the need to take HRM beyond just selection and compensation to broader issues that demand more comprehensive and more strategic perspective to an organizations human resources. The matching model of HRM held that HR systems and the organization structure should be managed in a way that is congruent with organizational strategy and further explained that there is a human resource cycle that consists of four generic processes or functions that are performed in all organizations; selection, appraisal, rewards and development. The Harvard framework is based on their belief the problems of historical personnel can only be solved when general managers develop a viewpoint of how they wish to see employees involved in and developed by the enterprise and of what HRM policies and practices may achieve those goals. Without either a central philosophy or a strategic vision which can be provided only by general managers HRM is likely to remain a set of independent activities, each guided by its own

practice tradition. This called for the need to have a long-term perspective in managing people and 8consideration of people as potential assets rather than merely a variable cost. As Armstrong (1987) puts it,,

HRM is regarded by some personnel managers as just a set of initials or old wine in new bottles. It could indeed be no more and no less than another name for personnel management, but as usually perceived, at least it has the virtue of emphasizing the virtue of treating people as a key resource, the management of which is the direct concern of top management as part of the strategic planning processes of the enterprise. Although there is nothing new in the idea, insufficient attention has been paid to it in many organizations".

2.2.1 The Concept of Human Resource and Human Resource Management

Human Resource (HR) is the most important asset for any organization, and it is the sources of achieving competitive advantage. Furthermore, human resource is considered as the most important resource of the organizations, and it became vital for the success of any organization (Tayeb, 2005). On the other hand, human resource management(HRM) refers to the policies and practices including HRP, job analysis, recruitment selection, orientation, compensation, performance appraisal, training development, and labor relation (Dessler, 2007).This indicates all concerning the management of individuals within the organizations' HRM. It includes the activities, practice, and policies, and concerns in getting utilizing, developing, evaluating, retentive, maintaining the suitable variety and ability mixture of employers to achieve the organization's objective.

Above and beyond, HRM aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs (Abraham, Kusi& Mensah, 2018). This means taking steps to assess and satisfy future people needs and to enhance and develop the inherent capacities of people; their contributions, potential and employability by providing learning and continuous development opportunities. In short, HRM is related to rigorous recruitment and selection procedures, performance-contingent incentive compensation systems, and management development and training activities linked to the needs of various organizations. HRM has several aims, including maximizing employees "contributions in order to achieve optimal

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productivity and effectiveness, while at the same time achieving the objectives of individual employees and those of the society; supporting the development of firm-specific knowledge and skills that are the result of organizational learning processes; and enhancing motivation, job engagement and commitment by introducing policies and processes that ensure that people are valued and rewarded for what they do and achieve and for the levels of skill and competence they reach (Kusi, 2017; Anbuoli, 2016).

To (Dessler2008), HRM aims to develop and implement policies that balance and adapt to the needs of its stakeholders and provide for the management of a diverse workforce, taking into account individual and group differences in employment, personal needs, work style and aspirations and the provision of equal opportunities for all.

2.2.2 Theories Underlying Human Resource Management

Experts in the field of construction work have developed theories regarding how to successfully use HRM in specific conditions of construction. For example, (Nesan and Holt 1999) described a new construction philosophy, which is largely concerned with the idea of increasing level of employee empowerment. Similarly, Olomolaiye et al. (1998) proposed the lean construction philosophy, which combines existing techniques and principles in a new dimension for productivity improvement and cost reduction by stimulating employees. On top of this, there are a number of theoretical arguments (e.g. expectancy theory, resource based theory, human capital theory) that underlie in human resource management. The following are some of the fundamental theories reviewed in conducting this study.

2.2.3 Expectancy Theory

According to (MacDuffie 1995), as cited in (Mussie2006), expectancy theory assumes that if an employee is to be productive, three elements must be in place: competence, motivation and role clarity. Likewise, the expectancy theory proposes that HRM outcomes (employee competence, motivation and role clarity) mediate the relationship between HR practices and employee performance. Employee performance, in turn, positively affects performance at the organization level. To put in a very simple term, the expectancy theory says that an employee will be

motivated to exert a high level of effort when he or she believes that: Effort will lead to a good performance appraisal. A good appraisal will lead to organizational rewards.

The organizational rewards will satisfy his or her personal goals. The key to the expectancy theory is an understanding of an individual's goals and the relationships between effort and performance, between performance and rewards, and finally, between the rewards and individual goal satisfaction. When an employee has a high level of expectancy and the reward is attractive, motivation is usually high. Therefore, to motivate workers, managers must strengthen workers' perceptions of their efforts as both possible and worthwhile, clarify expectations of performances, tie rewards to performances, and make sure that rewards are desirable.

2.2.4 Resource-Based Theory

Resource-based theory states that the possession of resources is valuable, difficult to imitate, rare, and cannot be substituted (Dunford, Snell & Wright, 2001). Furthermore, the resource based theory suggests that organizations should look inside the company to find the sources of competitive advantage through the use of their resources. A competitive advantage is an advantage that a firm has over its competitors that allow it to generate sales or margins and/or retains more customers than the competition.

A firm's competitive advantage evolves from the resources that the organization has. To enable employees to become a source of a firm's competitive advantage, it is necessary to affirm several principles that underscore the link between a firm's human resources and its business strategy. According to (Karami et al. 2004), there are four principles that link the two: 1. the firm must seek to ensure that it has capable and committed employees; 2. The firm must commit to the strategic importance of human resources to the success of the business; 3. Human resource activities must be managed by specialists; 4. Human resource management is integrated into business strategy.

2.2.5. Human Capital Theory

The human capital theory fuels the idea that employees" knowledge and skills can be developed through investment in education or training that is, learning (Hatch and Dyer 2004).What's more, these scholars argue that, on the whole, investments in education and training will improve productivity; however, it is the type of training that determines who will pay for the training, that is, the employee or the firm.

2.2.6 Reinforcement Theory

(Wei and Yazdanifard2014) explain that the reinforcement theory, based on E. L. Thorndike's law of effect, simply looks at the relationship between behavior and its consequences. This theory focuses on modifying an employee's on-the-job behavior through the appropriate use of one of the following four techniques: Positive reinforcement rewards desirable behavior. Positive reinforcement, such as a pay raise or promotion, is provided as a reward for positive behavior with the intention of increasing the probability that the desired behavior will be repeated.

Avoidance is an attempt to show an employee what the consequences of improper behavior will be. If an employee does not engage in improper behavior, he or she will not experience the consequence. Extinction is basically ignoring the behavior of a subordinate and not providing either positive or negative reinforcement. Classroom teachers often use this technique when they ignore students who are "acting out" to get attention.

This technique should only be used when the supervisor perceives the behavior as temporary, not typical, and not serious. Punishment (threats, docking pay, and suspension) is an attempt to decrease the likelihood of a behavior recurring by applying negative consequences. The reinforcement theory has the following implications for management: Learning what is acceptable to the organization influences motivated behavior. Managers who are trying to motivate their employees should be sure to tell individuals what they are doing wrong and be careful not to reward all individuals at the same time. Managers must tell individuals what they can do to receive positive reinforcement. Managers must be sure to administer the reinforcement as closely as possible to the occurrence of the behavior. Managers must recognize that failure to

reward can also modify behavior. Employees who believe that they deserve a reward and do not receive it will often become disenchanted with both their manager and company.

2.2.7. Goal-setting Theory

The goal-setting theory, introduced in the late 1960s by Edwin Locke, proposes that intentions to work toward a goal are a major source of work motivation. Goals, in essence, tell employees what needs to be done and how much effort should be expanded. In general, the more difficult the goal, the higher the level of performance expected (Shantz, & Latham, 2009). Managers can set the goals for their employees, or employees and managers can develop goals together. One advantage of employees participating in goal setting is that they may be more likely to work toward a goal they helped develop. No matter who sets the goal, however, employees do better when they get feedback on their progress.

In addition to feedback, four other factors influence the goals-performance relationship:

• The employee must be committed to the goal.

• The employee must believe that he is capable of performing the task.

• Tasks involved in achieving the goal should be simple, familiar, and independent.

The goal-setting theory is culture bound and is popular in North American cultures. If the goal-setting theory is followed, managers need to work with their employees in determining goal objectives in order to provide targets for motivation. In addition, the goals that are established should be specific rather than general in nature, and managers must provide feedback on performance aspects of the job, from the estimating phase of the project until the last worker has left the premise at the completion of the project.

2.2.8 The Role of HR

The importance of HR remains critical and increasingly crucial to organizations and economies. (Barney 1991; Jackson and Schuler 2000; Pfeffer 1994). Traditionally HR was referred as a personnel department which was providing day to day administrative functions (Rowley 2003). According to Lengnick-Hall and Lengnick-Hall (2003), HR focus has shifted

from passive compensation and benefits administration and become more business-oriented, market-minded and revolutionized in conversion with the changing business climate (Stewart, 1997; Ulrich, 1997)..

Knowledge based economy recognized the importance of the HR role and the critical contributions to the organizations. According to Rowley and Saaidah (2007), HR is perceived as foremost intangible asset comprises of firm's core competencies which can leads to the organizations performance. Significance of HR as a basis of competitive advantage is constantly iterated in many studies (Barrette and Ouellette, 2000; Guest, 1990; Pfeffer, 1994; Schuler and Jackson, 2005; Schuler and MacMillan, 1984; Takeuchi, Wakebayashi & Chen, 2003). HR is a complex and unique source which are not easily replicate by other organizations compare to other sources of competitive advantage such as technology, economies of scale, size or location (Becker and Gerhart, 1996). Hence an organization's capability to contend in global market becomes increasingly adding value through HR (Yeung and Berman, 1997) and organizations needs to concentrate on the significance of investment in HR as a main source of competitive advantage in the ever changing business environment. Clearly an effective and competitive HR is the key to the strength of organizations in globalized business challenges today.

According to Dave Ulrich HR play's four key roles.

1. Strategic Partner Role-turning strategy into results by building organizations that creates value.
2. Change Agent Role- making change happen, and in particular, help it happen fast
3. Employees Champion Role—managing the talent or the intellectual capital within a firm
4. Administrative Role—trying to get things to happen better, faster and cheaper.

The role HR in organizations has undergone an extensive change and many organizations have gradually oriented themselves from the traditional personnel management to a human resources management approach.

The basic approach of HRM is to perceive the organization as a whole. Its emphasis is not only on production and productivity but also on the quality of life. It seeks to achieve the

paramount development of human resources and the utmost possible socio-economic development.

According to (R.L Mathis and J. H. Jackson (2010) several roles can be fulfilled by HR management. The nature and extent of these roles depend on both what upper management wants HR management to do and what competencies the HR staff have demonstrated. Three roles are typically identified for HR. The focus of each of them, as shown in
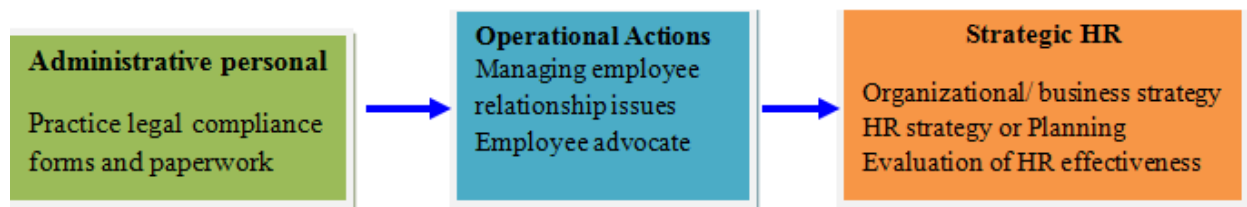
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2.2.9 The Goals of HRM

Ulrich and Lake (1990: 96) remarked that: 'HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities'.

The following policy goals for HRM were suggested by David Guest (1991: 154–59):

● Commitment: behavioral commitment to pursue agreed goals and attitudinal commitment reflected in a strong identification with the enterprise.

● Flexibility: functional flexibility and the existence of an adaptable organization structure with the capacity to manage innovation.

● Quality: this refers to all aspects of managerial behavior that bear directly on the quality of goods and services provided, including the management of employees and investment in high-quality employees.

● Strategic integration: the ability of the organization to integrate HRM issues into its strategic plans, ensure that the various aspects of HRM cohere, and provide for line managers to incorporate a HRM perspective into their decision making.

Commitment, as defined by Guest, is similar to the more recent concept of engagement.

The policy goals for HRM identified by (Caldwell 2001) included managing people as assets that are fundamental to the competitive advantage of the organization, aligning HRM policies with business policies and corporate strategy, and developing a close fit of HR policies, procedures and systems with one another. Boxall and Purcell (2003, p 11) stated that the economic goals of HRM are 'cost effectiveness, organizational flexibility, short-run responsiveness and long-run agility'.

Nothing moves unless a piece of paper moves and no paper can move, unless a person moves. Even if there is total automation, the organization will require a person to on the button. This shows how important manpower is to any kind of organization.

All organizations, irrespective of size or extent of its resources, commercial or not for profit, have people – they have human resources. Organizations survive and thrive only because of the Concept of Human Resource Management.

2.2.10 Objectives of HRM

The primary objective of HRM is to ensure the availability of competent and willing workforce to an organization. HRM objectives can be summarized under four specific objectives: societal, organizational, and functional and personnel

1) **Societal Objectives:** seek to ensure that the organization becomes socially responsible to the needs and challenges of the society while minimizing the negative impact of such demands upon the organization. The failure of the organizations to use their resources for the society's benefit in ethical ways may lead to restriction.

2) **Organizational Objectives**: it recognizes the role of HRM in bringing about organizational effectiveness. It makes sure that HRM is not a standalone department, but rather a means to

assist the organization with its primary objectives. The HR department exists to serve the rest of the organization.

3) **Functional Objectives**: is to maintain the department's contribution at a level appropriate to the organization's needs. Human resources are to be adjusted to suit the organization's demands. The department's value should not become too expensive at the cost of the organization it serves.

4) **Personnel Objectives**: it is to assist employees in achieving their personal goals, at least as far as these goals enhance the individual's contribution to the organization. Personal objectives of employees must be met if they are to be maintained, retained and motivated. Otherwise employee performance and satisfaction may decline giving rise to employee turnover.

2.2.11HRM Models

This section reviews some of the HRM models which have been recognized as sources in adopting HRM practices which could be linked with aspects of organizational performance.

- The Harvard Business School HRM Model;
- The Michigan Business School HRM Model; and
- The Best Practice HRM Model

2.2.1.1 The Harvard Business School HRM Model

The Harvard school suggested that HRM had two characteristic features-

- Line Managers accept more responsibility for ensuring the alignment of competitive strategy and personal policies
- Personnel has the mission of setting policies that govern how personnel activities are developed and implemented in ways that make them.

It emphasizes on the importance of proper management of the human assets of an organization to promote harmony and hence promote the output. The Harvard model of HRM sees employees as resources. With respect to how these HRM models view the management of human resources in organizational, each has its own view. Starting with the Harvard Business School Model and the Michigan Business School Model, the core theme of the first is to use the talents of employees to

enhance aspects of organizational performance. The latter uses employees to achieve organizational goals. There is a significant difference between the two views. For example the Harvard Business School Model stresses the human aspect of human resource Management while the Michigan Business School is considered as instrumental in the implementation of organizational performance. Thus, the Harvard Business School Model is widely recognized as drawing its academic lineage from the school of human relations while the Michigan Business School Model seems to follow the line of the Scientific Management School and other approaches which ignore the importance of questions about culture and non-economic factors in the management of human resources (Pfeffer1998). He pointed out that,

"The goal of control human resource systems is to reduce direct labor costs, to enforce employees to comply with specified rules and procedures and to base employee rewards on some measurable output criteria. In contrast, the goal of the commitment human resource systems is to shape desired employee behavior and attitudes by forging psychological links between organizational and employee needs".

The best practice tool of HRM is based on Universalism. The assumption here is that asset of practices aimed at high commitment or high performance will benefit all organizations regardless of context. The elements of best practices identified by (Pfeffer1998) are now widely recognized, if not widely accepted: Employment security/Job security; Sophisticated selection / Selective hiring; Team working and Decentralization; High Wages linked to Organization performance; Extensive training; Narrow status differentials and Communication and Employee involvement

2.2.1.2 Most Important Characteristics of HRM

History of HRM is as old and complex as the history of work and organization. HR is the most important asset possessed by any organization. The strategists talk about sustainable competitive advantage. It is the HR which helps to hold the advantage.

Human Resource management is a process and philosophy of acquisition, development, utilization, and maintenance of competent human force to achieve goals of an organization in an efficient and effective manner. Concept of HRM contains two versions – the hard version and the

soft version. The hard version or variant emphasizes the need to manage people in ways that will obtain added value from them and thus achieve competitive advantage.

On the other hand, soft version is concerned with treating employees as valued assets, a source of competitive advantage through their commitment, adaptability and high quality. Today's HRM is a combination of both the versions. HRM is management of human energy and capabilities. The (Smriti Chand) article HRM is divided into 10 the most important characteristic of as below.

1. It is an art and a science:

The art and science of HRM is indeed very complex. HRM is both the art of managing people by recourse to creative and innovative approaches; it is a science as well because of the precision and rigorous application of theory that is required.

2. It is pervasive:

Development of HRM covers all levels and all categories of people, and management and operational staff. No discrimination is made between any levels or categories. All those who are managers have to perform HRM. It is pervasive also because it is required in every department of the organization. All kinds of organizations, profit or non-profit making, have to follow HRM.

3. It is a continuous process:

First, it is a process as there are number of functions to be performed in a series, beginning with human resource planning to recruitment to selection, to training to performance appraisal.

To be specific, the HRM process includes acquisition (HR planning, recruitment, selection, placement, socialization), development (training and development, and career development), utilization (job design, motivation, performance appraisal and reward management), and maintenance (labor relations, employee discipline, grievance handling, welfare, and termination). Second, it is continuous, because HRM is a never-ending process.

4. HRM is a service function:

HRM is not a profit center. It serves all other functional departments. But the basic responsibility always lies with the line managers. HRM is a staff function – a facilitator. The HR Manager has line authority only within his own department, but has staff authority as far as other departments are concerned.

5. HRM must be regulation-friendly:

The HRM function has to be discharged in a manner that legal dictates are not violated. Equal opportunity and equal pay for all, inclusion of communities in employment, inclusion of tribal's (like Posco or Vedanta projects) and farmers in the benefits and non-violation of human rights must be taken care of by the HRM.

6. Interdisciplinary and fast changing:

It is encompassing welfare, manpower, personnel management, and keeps close association with employee and industrial relations. It is multi- disciplinary activity utilizing knowledge and inputs from psychology, sociology, economics, etc. It is changing itself in accordance with the changing environment. It has travelled from exploitation of workers to treating them as equal partners in the task.

7. Focus on results:

HRM is performance oriented. It has its focus on results, rather than on rules. It encourages people to give their 100%. It tries to secure the best from people by winning the whole hearted cooperation. It is a process of bringing people and organization together so that the goals of each are met. It is commitment oriented.

8. People-centered:

HRM is about people at work both as individuals and a group. It tries to help employees to develop their potential fully. It comprises people-related functions like hiring, training and development, performance appraisal, working environment, etc.

HRM has the responsibility of building human capital. People are vital for achieving organizational goals. Organizational performance depends on the quality of people and employees.

9. Human relations philosophy:

HRM is a philosophy and the basic assumption is that employees are human beings and not a factor of production like land, labor or capital. HRM recognizes individuality and individual differences. Every manager to be successful must possess social skills to manage people with differing needs.

10. An integrated concept:

HRM in its scope includes Personnel aspect, Welfare aspect and Industrial relations aspect in itself. It is also integrated as it concern with not only acquisition, but also development, utilization, and maintenance.

2.2.1.3 Functions of HRM

From the definition of Human Resource Management stated earlier, it is seen that HRM consists of managerial functions; involving planning, organizing, directing and controlling. In addition, DeCenzo and Robbins (2009) propose that the HRM goals are accomplished through the four basic operative functions: (1) Staffing, (2) Training and Development, (3) Motivation, and (4) Maintenance. All of them are presented in the

2.3 Empirical Literature

2.3.1 HRM Practices

Many researchers over the period have identified different HRM practices by different names. Researchers variously refer to certain sets of HRM practices as "best practices" or „high performance" (Huselid, 1995) „sophisticated" (Golhar and Deshpande, 1997; Hornsby and Kuratko, 1990; Goss et al., 1994; Wagner, 1998) or as "professional" (Gnan and Songini, 2003; Matlay, 1999). Pfeffer (1994; 1998) argued the most appropriate term is „Best HRM practices".

For crafting sound HRM system, the organization should develop and practice effective human resource management practices. According to (Schuler and Jackson 1987), Schuler and MacMillan (1984), Wright and Snell (1991), the organizational activities to produce a pool of human talent to ensure that the resources are utilized for the fulfillment of organizational goals are known as HRM practices

2.3.2 Types of HRM

HR practices are an old concept and many researches through number of decades have been doing a lot on HRM practices and various practices and varying names are identified in different researches. As Pankaj Tiwari (2012) cited in Kok Jan de et al. (2003), researchers variably referred to certain sets of HRM practices as "best practice," or "high performance" (Huselid, 1995), some practices as "formal" (Aldrich & Langton, 1997; de Kok&Uhlaner, 2001; Heneman& Berkley, 1999), some as "sophisticated" (Golhar and Deshpande, 1997; Hornsby &Kuratko, 1990; Goss et al., 1994; Wagner, 1998) or as "professional" (Gnan&Songini, 2003; Matlay, 1999). Pfeffer (1994; 1998), argued that the most suitable term is "Best HRM Practices".

As Chandler and McEvoy (2000) stated, there does not exist a 'universally superior approach' encompassing a single set of practices of HRM. There are some HR practices which are of universal nature or may be used alone or combined with other practices.

According to (Boxall 1996), Lowe and Oliver (1991), and(Pfeffer1994), it is concluded that to get higher productivity results, profit gains and lowered costs, employees should be well paid, highly motivated and should work in environment of mutualism and trust.

(Pfeffer1994) recognized 16 practices denoted as best practices. Later on, they were changed to seven best practices:

- Job security
- Specific hiring
- Self-administered teams/team working
- High compensation dependent on organizational performance
- Wide-range training

- Reduced status difference

- Information sharing

Redman and Matthews (1998) found out some HRM practices known as 'HRM bundle' to provide support to service organizations' quality strategies, as mentioned below:

- Conducting cautious recruitment and selection process, for example, 'total quality recruitment', 'zero defects recruitment', 'right first time recruitment'.

- Widespread compensation systems should be in practice, for example, staff member with multiple skills should be awarded bonuses.

- Designing team work activities and offering flexible job design, for example, appreciating a sense of integration and co-operation and designing authorized jobs.

- Providing training and learning opportunities, which will result in enhanced interpersonal and social skills of front line staff

- Employee participation, for instance, keeping staff intimated with major and important changes in the organization.

- Periodic performance appraisals linking with reward systems, for example, collecting feedback from customer feedback to evaluate employee performance and their duties that may result in award of bonus for staff

2.3.3. Human Resource Planning

Human resource planning is generally defined as the process that identifies the number of employees a company requires in terms of high quality and quantity, hence it is seen as an ongoing process of regular and structured planning. The main purpose of human resource planning is to make sure that employees have best level of interaction with their jobs. Also, this planning process confirms that employees are in right number as required i.e. there is neither a surplus of manpower nor a shortage.

The three fundamental functions of human resource planning include

a) Labor forecast,

b) Managing demand for employees and available supply in market and

c) Keep a balance between labor supply and demand predictions.

In order to gain competitive advantage over the competitors, Gould (1984) explained that different advantageous ways are found out using strategic human resource functions, thus showing that these functions play a critical role in making a company competitive.

Biles et al. (1980) elaborated that organization's ability to achieve strategic objectives is discriminated by its human resource in following three ways: cost economics, capacity for effective operations, ability to take new enterprise and change the operations.

Dwevedi (2012) describes "Planning for future balance by comparing the number of employees needed to the number of present employees who can be expected to stay with the organization, a project manager should give more time to the human resources experts to work on that".

Jonathan Rice (2011) stated that Human Resource Planning is a long lasting process organized in a way that properly employs the human resource of the organization. In order to create and maintain the best fit between the job and employee, planning is given special attention. "The three key elements of the HR planning process are forecasting labor demand, analyzing present labor supply, and balancing projected labor demand and supply".

2.3.4 Summary of objectives of HRP

Forecasting Human Resources Requirements: HRP is essential to determine the future needs of HR in an organization. In the absence of this plan it is very difficult to provide the right kind of people at the right time. Effective Management of Change: Proper planning is required to cope with changes in the different aspects which affect the organization. These changes need continuation of allocation/ reallocation and effective utilization of HR in organization.

In order to meet the expansion and other organizational activities the organizational HR planning is essential to realizing the Organizational Goals. In Promoting Employees, HRP gives the feedback in the form of employee data which can be used in decision-making in promotional opportunities to be made available for the organization. The data base will provide the useful information in identifying surplus and deficiency in human resources for effective utilization of HR. The objective of HRP is to maintain and improve the organizational capacity to reach its goals by developing appropriate strategies that will result in the maximum contribution of HR.

2.4. Process of Human Resource Planning

Human resource planning process deals with the activities involve in it. The Structure and explanation below gives an overview of what goes into the planning process

Figure 0-2HRP process
Source: Armstrong (2008)

According to Hendry (1995), the process of HRP may be circular rather than linear, with the process starting anywhere in the cycle. For instance, scenario planning may impact on resourcing strategy, which in turn, may influence the business strategy. Alternatively, the starting point could be demand and supply forecasts which form the basis for the resourcing strategy.

The processes of Human resource planning (HRP) can be listed out as mentioned here under.

Business Strategic Plans:

Resourcing Strategy:

Scenario Planning:

Demand Supply Forecasting:

Labor Turnover Analysis

Work Environment Analysis:

Operational Effectiveness Analysis:

2.4.2 Compensation and Benefits:

Any Companies want to attract, retain and motivate brains to meet objectives. Today Humans are regarded as one of every company's resources so they need to be efficiently and effectively managed. One of the mechanisms companies use to attract, retain and motivate its employee is Compensation and benefit Management.

2.4.3Compensation:

Compensation, variously called variable pay (Curran &Walsworth, 2014) and incentive pay (Green & Heywood, 2008) has become increasingly important for employees satisfaction to perform productively at work (Pendleton et al., 2009). It represents one of the key elements of any HRM practices aimed at achieving sustainable competitive advantage for any organization.

Various types of compensation, including performance-compensation, profit-related compensation and employee share-ownership, are identified as strategic tools for shaping positive employee attitudes such as job satisfaction (Heywood & Wei, 2006), organizational commitment and trust in management (Moriones et al., 2009). These compensation programs provide important incentives that reinforce employees' satisfaction to spread discretionary effort, leading to higher levels of achievement and meaningful work-related goals.

Most managers and researchers would agree that satisfied, productive employees are critical for organizational success, regardless of company size, industry, or corporate strategy. The question

that a lot of studies have discussed is how to satisfy them. Offering employees performance-based compensation is one shared approach, and it usually takes one of two forms: compensations are offered to individuals based on assessments of their performance, or compensations are offered as organization-wide incentives, such as profit-related pay or share ownership. (Ogbonnaya et al., 2017)

Various studies showed a positive impact between compensations and employee attitudes, there are indications that different compensations arrangements may increase work (Green, 2004). This type of compensation that is performance and target based can lead to employees to work too hard and too intensively, leading to work-related stress or poor well-conditions. To date, little progress has been made in gathering empirical evidence on whether compensation is in fact associated with the perception that work is more intense, and how this might impact on employees' workplace attitudes such as satisfaction (Ogbonnaya et al., 2017)

Compensation includes all financial payments, bonuses and non-financial benefits the organization provides to employees to attract qualified human resources and to maintain what is available in the organization. Compensations are one of the most important factors affecting motivation Individuals to grow, develop and sustain learning, stimulate productivity and strive to improve the overall performance of the Organization (Casio, 2013).

Strategically, compensation is a key element of the organization's ability to attract and retain its most valuable source of sustainable competitive advantage the human capital. (Kang &Yanadori, 2011)

The major worldwide trends in compensation systems had increased the enhancement of the pay for abilities, performance, and skills of employees, the transfer of living wage allowances into base pay, the split of bonuses formerly paid semi-annually into more flexible modules, the linking of benefits to employee performance and the conversion of pension into contributory pension plans (Conrad, 2009). In addition to that the usage of contingent pay schemes has undergone a significant change during the last quarter century with a greater probability of collective forms of compensation systems which means that there are a number of combinations for applying these schemes(Bryson et al., 2008). In a general context this is attributed to the

changing nature of the work and employment relationships, the new set of expectations of the stakeholders, technological shifts and increase in globalization

2.4.4 Benefits

Benefits are paid for being member of the organization. It provides protection against health and accident related problems and ensures income at the end of ones work life. For example, in United States legally required benefits includes social security, unemployment compensation, and workers compensation; private programs includes health care, life and disability insurance. Retirement income is provided through pension and saving plan (Randal, 1998).

Benefit programs also includes pay for time not worked (for example, vacation, holydays seek leaves and absence pay, breaks and wash up and clean up time. According to Randal (1998), benefits provide firms the opportunity to attract and retain valued employees. He identified several reasons why organizations pay much money into benefit programs.
These include:
• Attracting good employees
• Increase employee morale
• Reduce employee turnover
• Increase job satisfaction
• Motivate employees
• Enhancing the organizations image among employees and in the community
• Make better use of compensation Dollars

2.4.5 Recruitment and selection

Recruitment and selection is a two way process, which "means the individual is selecting the employer and the employer is selecting the individual. It is a process where job seekers and those willing to give out jobs meet. It is a practice that involves activities of getting the right person(s) at the right place at the right time. Recruitment and selection in an organization always come with some form of investment". (Fening&Amaria, 2011).
While these concepts could mean a wide array of things in different contexts, in the business world, a basic recruitment and selection definition would simply be the process of finding and

attracting applicants to fill a vacant position and then choosing the right applicant for the job. The actual process is much more complicated, as just getting candidates isn't enough, you must get the right candidates who will not only be able to do the job, but do it with the right attitude and, ideally,

2.4.6 Recruitment

Recruitment is the process of generating a pool of capable candidates applying to an organization for employment (Gold, 2007).

According to Armstrong (2006), the aim is to obtain, at a minimum cost, the number of suitable and qualified candidates to satisfy the needs of the organization. The organization attracts candidates by means of identifying, evaluating and using the most appropriate sources of applicants. (El-Kot and Leat2008), observation is that recruitment begins with advertising existing vacancies.

According to (Eze2002), recruitment is the process of finding and attempting to attract job candidates who are suitably qualified and therefore capable of filling vacancies in job positions effectively. The purpose is to encourage them to apply for the vacant position. Costello (2006), affirm that recruitment is a set of activities and processes used to legally obtain adequate number of qualified applicant at the right place and time to enable applicant and the organization to select each other for their own optimum interest.

(Decenzo and Robbins 2002:150) state that other options to recruitment could include freezing the vacant post, distributing the work among other employees or contracting a contract worker. The process of recruiting and selecting may come in four stages: defining requirement, planning recruitment campaign, attracting candidates and selecting candidates (Armstrong, 2010).

The job description and employee profile comprise the point of departure for all recruitment activities (Lidstone, 1983:21).

The recruiter must ensure that the correct job information is obtained. This corresponds to step two of the recruitment process as set out by (Armstrong1996:389). Erasmus et al (2000:308) indicate three stages in the recruitment process that should be evaluated:

- Pre-entry stage, the ability to recruit newcomers;
- Entry stage, the initial expectations of newcomers; and

- Post entry stage, the choice of organization by the individuals.

The recruitment of personnel is a sensitive matter that should be approached carefully (Cloete and Mokgoro, 1995:107)

Organizations should fully assess the kinds of positions they want to fill and select the recruiting methods that are likely to reduce the best results. External source of recruitment include advertisement, e-recruitment, employment agencies, labor office, education and training establishment (Beardwell, 2007; Cober& Brown, 2006).

The effective appointment of appropriate candidates is critical to organizational success yet few organizations formally evaluate their recruitment and selection efforts (Carlson, Connery &Mecham, 2002; Hacker, 1997).

In addition, it is the process of searching the applicants for employment and encouraging potential candidates to apply for jobs (Jain and Saakshi, 2005). Carroll et al. (1999) have been divided recruitment process into four stages.

(a) A review of the need to hire a new staff for an unoccupied post,

(b) Job analysis,

(c) Job description,

(d) Candidate's specifications and qualifications.

This selection process affects the employees and organizational performance.

2.4.7Selection

"Selection is the process of choosing from a pool of applicants the individual or individuals who best fit the selecting criteria for a position" (Harvey &Browin, 1996, p. 120).Amos et al. (2004), as well as Mathis and Jackson (2006), define selection as the process of picking the most**suitable applicants.**

Every organization has its own selection policy. Selection is the decision of making process. Selection is the process of choosing from a pool of applicants the individuals who best fit their selecting criteria for a position (Harvey and Browin, 1996 P.120).

Selection process is a practice which includes different steps. The selection of unskilled labor for particular jobs does not cause a lot of problems and a complex selection procedure is not required for it. However, for supervisory and higher levels jobs such a procedure is essential. The

selection practices and procedures can be different in various organizations; the complexity of the process depends on the enterprise needs and the level on which the selection is made.

2.4.7.1 The Selection Process.

Adopted from DeCenzo& Robbins (2009, 157)Each step helps an employer to get better knowledge about a candidate, his or her abilities, motivation, background and additional information which is useful for making a decision. However, not every employer uses every step, omitting some of them due to high costs or unnecessary data. (DeCenzo& Robbins 2009, 156-157; Sarma 2008, 96.)

1, Initial **screening** of potential candidates is the first step in the selection process, and it includes screening inquiries and screening interviews. At this point an organization can eliminate some of the applicants who lack certain experience or appropriate education. In addition, during the screening interview candidates can receive much information about an open position and consider if it fits their expectations.

2, **completing the Application** Form is the second step candidates go through. Sometimes the organization's application form is brief and asks only general information about the applicant (name, address, and telephone number); but most of the time companies would like to see a more comprehensive employment profile, in other words, a job-performance-related synopsis of a candidate's life. The data about a prospective employee is needed to make a proper selection and to know him/her better. There should be a place for a signature in the application form; therefore, an applicant confirms that everything on the form is true.

3, According to Wall Street Journal (Prager 2000, 4**), employment testing** is used in more than 60% of all organizations and it is a great tool to predict who will be successful on the job. There are literally hundreds of tests that can help in the selection process. They can measure various abilities, skills, competences, candidates' intellect and personality.

4, **Comprehensive interview** is used for obtaining in-depth information about an applicant after he/she passes the initial screening, application form and required tests. It is designed to probe such areas as motivation, attitude and values of the applicant, his/her ability to work under pressure and to fit in the organization. It helps to identify whether a person will adapt to the

organization's culture and stay in the company for a long period of time. The interview can be conducted by HR or senior managers, a potential supervisor, colleagues, or some of them.

5, **Conditional job** offer is made when the applicant has passed each step of the selection process so far. This offer can become permanent after checking out an applicant's medical or physical condition and background.

6, **Background investigation**, or a reference check, is intended to verify the information provided by a candidate and to make sure that it is correct and accurate. The HR manager must always ask permission to check any applicant's background information (references, former employers, educational accomplishments, etc.).

7, **Medical/physical examination** is usually done for jobs that involve a physical activity and the candidates have to show their ability to physically comply with the job requirements. In addition, some companies require a candidate to have a mental health inquiry or pass a drug test.

8, After successfully passing all the steps of the selection process a permanent job offer is usually received by an eligible candidate. This offer can be made by the HR manager or the manager of the department where the prospective employee is going to work. (DeCenzo& Robbins 2009, 156-168; Gusdorf 2008, 7-8.)

2.4.7.2 Methods of selection

An HR manager has to take into consideration diverse criteria. Fortunately, there are a lot of various selection methods that help a recruiter in this difficult process. It was briefly mentioned earlier that HR managers use various tests in order to better know the applicant and to determine his/her abilities, talents, skills and qualifications. Below the most commonly used employee selection methods are presented:

1. Ability tests. These assessment methods are designed to test the competences of a candidate and to predict his/her potential to develop the required skills for a certain vacancy. There are two types of tests: the first one measure general aptitudes (verbal and mathematical ability, reasoning ability, reading comprehension etc.), the second one is designed to measure specific aptitudes (selling skills, mechanical skills, proficiency skills etc.). Ability tests are incredibly useful predictors of job performance and thus very often

help in making a selection. Typically, these tests include multiple choice questions and are done with paper and pencil or via computer. (Pulakos 2005, 6; Rashmi 2010, 89.)

2. Integrity tests help in measuring attitudes and experiences that are relating a prospective employee with his tendency to be honest, dependable and trustworthy. Those tests are strongly correlated with ethics and, therefore, a perfect supplement to personality tests. (Pulakos 2005, 10.)

3. Personality tests are the most important ones for any organization, as it is always possible to improve skills and qualifications in a specific sphere, but it is almost impossible to change the personality of a human being. Those 18 tests help an employer to predict the behavior of a potential employee based on his/her personality. Those tests usually consist of multiple choice and true/false questions measuring each personality factor. (Pulakos 2005, 8; Rashmi 2010, 90.)

4. Group situational tests are designed to reveal a candidate's ability to work in a team, organizational skills, leadership skills, communicational skills and others. Usually, a group of candidates are given a task or a problem to solve as a team and observed by the selectors. In such tests observers see the interpersonal skills of applicants, their ability to handle the situation and behavior during crisis times. (Rashmi 2010, 91.)

5. Work simulation tests create an atmosphere of real work, including tasks that a prospective employee is going to do when he/she gets the job. This selection method helps an employer to understand if a candidate is capable of completing the tasks and if his/her qualifications and skills are suitable for the vacancy. The fact that the work simulation essentially identical to job content makes this method of selection a better predictor of an applicant's performance than any paper-based tests.(DeCenzo& Robbins 2009, 160.)

6. Personal interview is the most frequently used method of selection. The interview can be unstructured and structured. Some researches show that unstructured interviews are not particularly useful for the selection of a most suitable candidate. On the other hand, structured interviews are very helpful for predicting job performance, as they consist of a specific set of questions designed to assess almost any group of skills. In addition, a standardized rating criterion helps HR managers to judge the quality and effectiveness of the responses. (Pulakos 2005, 11.)

7. Assessment centers have the highest predictive validity, as they use various combinations of tests that are administrated during the whole day (sometimes even a number of days) and include assessment by a range of specialists (line managers, practicing supervisors, psychologists etc.). The exercises, completed by applicants, are designed to simulate a work of managers and thus are very close to reality. This method of selection is not very popular as it is not cost effective, especially when there is only one position to be fulfilled. Most organizations prefer less expensive methods, such as structured interviews and psychometric tests. (DeCenzo& Robbins 2009, 160; Rashmi 2010, 91-92.)

8. References are used quite rarely, as this selection method does not give an employer the freedom to know more about a prospective employee. It only gives information about the candidate's performance in the previous work places and his/her abilities from the prior employer's point of view. To be effective a selection method needs to satisfy the conditions of reliability and validity. (Pulakos 2005, 16; Rashmi 2010, 87.)

A selection method must be reliable, in other words, it should ensure that the candidates' scores are consistent and do not change with time or circumstances (DeCenzo& Robbins 2009, 171). A valid method is one that measures what is important to be measured (e.g. job performance). In order to choose a valid selection method, it is important to take into consideration three aspects of validity:

 1) Agree on desirable attributes, or competences required for successful job performance;

2) Adjust these so they can be measured; and

3) Select the methods that will accurately predict the possession of these attributes or competences. (Rashmi 2010, 87-88.)

According to Gusdorf (2008, 13) each organization should keep at least minimum statistical information on its staffing process. It is needed in order to evaluate the process itself and to ensure that it is cost-effective, timely, and that the right person is hired. Furthermore, such information can be of help in future recruiting and selecting operations as the organization grows.

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The primary focus of this chapter is to provide an overview of the research methodology used to investigate the research problem. It covers the research design, source of data, sampling method, data collection procedure and methods of data analysis in relation to the practice of Human Resource Management in selected BOA.

3.2. Research Design and Approach

The nature of this study is a descriptive design that involves precise procedure and data source specification to assess the overall HRM practices of the Bank of Abisiniya. Thus, the study used both qualitative and quantitative (mixed) research approach in collecting and analyzing data. The reason for this is the qualitative approach used to analyze the interview results and supplement and strengthen the quantitative aspects.

Moreover, according to Creswell, 2011) the purpose of using such a mixed-methods approach is to gather data that will not be obtained by adopting a single method and for triangulation so that the findings with a single approach could be substantiated with others wherever possible. Research design is the blueprint for fulfilling research objective and answering research questions. In other words, it is a master plan specifying the methods and procedures for collecting and analyzing the needed information and reporting the finding (Y.K singh, 2006).

3.3 Source of Data

This study employed both primary and secondary data sources in order to have more reliable findings. Both are employed for the reason that they gave the findings broader base and depth.

3.3.1. Primary Data

The primary data for this study was collected using unstructured interview questionnaire and carefully designed closed ended questionnaire.

3.3.2. Secondary Data

Secondary data was collected from relevant books, internet sources, unpublished materials, annual reports, the bank rule, and procedures. These data sets indicate various themes of the research.

3.4. Sampling and Sampling Techniques

The study use Major BOA in the study areas (head office) there are a total number of 1091 employees. Therefore, the researcher take a sample size to collect data through questionnaire for this research the number of respondents is 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:

$$n= \frac{1,091}{1+1,091(0.05)^2} \quad n=293$$

Therefore, 293 respondents are use as sample for this study to gather data through a questionnaire. Therefore, the sample size for each respondent calculated using proportion. The study use proportionate sample allocation formula so as to make each stratum

sampled identical with proportion of the population. Therefore, proportional sample size from each stratum will calculated by using the following formula

$$ni = n*Ni$$

N

Where: ni= sample size for each strata's

Ni= the total number of employees in the BOA

N=the total number of employees in the selected employee

n= the total sample size for selected units.

Table 0-1Proportionate Sample for Stratum

S/n	Strata (Employees' assignment place)	Professional status (Their level in organizational hierarchy)	Total no. of staffs in the city as of December 30, 2020		
			Male	Female	Total
1	Head Office	Managerial staff	**110**	**34**	**144**
		Clerical staff	438	319	757
		Non- clerical	134	56	190
	Total		**682**	**409**	**1091**

By taking the above Table, in to consideration, the researcher selected 293 sample respondents from the total member of the respondents using proportional methods. Having selected such number of sample respondents, the questionnaire are distributed by using stratified random sampling method to get each respondent from each respondent position based on sample frame (list of employees). This allocation of sample size in terms of position shall be 20, 18,133 and 66 for Top level managerial, Middle level managerial, clerical and non-clerical positions respectively.

This sampling technique was chosen as it gives each member of population equal chance of being selected and homogeneity of population characteristics. Therefore, the researcher

employed systematic random technique to get sample respondents from the target population.

3.5. Instrument of Data Collection

Multiple data gathering techniques were used to collect data from the study area. Thus, Questionnaires, unstructured interviews, and document analysis were employed to gather data. The study used both primary and secondary data in order to get a view of the practices and Challenges of HRM in the BOA head office**.**

3.5.1. Questionnaires:

This involves the use of assessment questionnaires to respondents in thought to human resource management practices and has been given to employees and managers in BOA.

In seeking quantitative data, closed-ended questionnaires in a scale (five likert) form were used. The questionnaire method will be used because it helps to investigate motives and feelings in Likert scaling (Creswell, 1994).

The study will use a five-Likert scale questionnaire and was one set of questionnaires that have been constructed strategically to capture all the necessary information from all categories of respondents in respect to the themes of the study and each objective has at least 5 questions for purposes of intensive analysis of these objectives. The questionnaire was administered door to door since most of the respondents in this category are known. The likert scale was used since they are very flexible and can be constructed more easily than most other types of attitude scales (Amin, 2005).

3.5.2 Interview:

Though questionnaires were considered as the major data-gathering tool, unstructured interview with key informant's managers (Top managers of the office and Heads) were applied during working hours. The participants are selected through random method. Due to the covid-19 pandemic difficult to make a face-to-face interview for data gathering method, so the interview changed by telephone Dialogue.

3.5.3 Document Analysis

The researcher is reviewed human resource management directors, annual reports of the bank, the bank website to get the additional source, self-evaluation documents, and other essential documents. This review is believed to substantiate the data collected through interviews and questionnaires.

3.6 Method of Analysis

The data collect was sorted out through the applicable table. The necessary analytical device, such as Std. Deviation, mean, frequency, and percentage were in place to verify the facts associated with human resource practices in BOA used SPSS software version 23.

3.7 Data Presentation and Analysis Technique

Data analysis is a valuable and well-organized method of an analyzed a large group of data gathered from different sources. According to (Marczyc2005), in descriptive studies precise and complete description facts are the primary focus of the study. Since this study is a descriptive type of research the collected data was analyzed by using tables, figures, percentages, graphs, charts, and frequency.

Apart from tables and graphs, mean and standard deviation also used to analyze the data obtained through the questionnaire quantitatively. During the process Age, Gender, Experience, level of Position, marital status, and educational background were treated as control variables and to show the demographic characteristics of respondents. The data used the descriptive statistic aided by statistical package for social science (SPSS), because of its usefulness in analyzing a large amount of data and integrating an extensive range of statistical procedure designed for social studies (Kothari, 2004).

Moreover, chart and tables is utilized to present data collected from primary sources. Data which is gathering from interview and secondary source was analyzed used the qualitative method and integrated in the data discussion and interpretation part of the research.

Then, the outcomes were simply examined and interpreted to evaluate the performance evaluation system and practices at the bank of Abyssinia S.C. Results from the interview and open-ended questions were also used in addition to the close-ended questions Finally conclusions are depicted based on the data analysis and interpretations.

3.9 Validity and Reliability

Reliability and validity address issues about the quality of the data and appropriation of the methods used in carrying out the research.

3.9.1 Validity

Validity refers to the extent to which an instrument measures what is supposed to measure. Data need not only to be reliable but also true and accurate. If a measurement is valid, it is also reliable (Joppe 2000). To this end, the content of validity of the data collection instrument was determined through discussed the research instrument with the researcher experts in the field of study, especially the researcher's supervisor.

3.9.2 Reliability

Reliability refers to the consistency, stability, or dependability of the data. A reliable measurement is one that is repeated a second time gives the same results as it did the first time. If the results are different, then the measurement is unreliable (Mugenda&Mugenda2008). To measure the reliability of the data collection instruments, an internal consistency technique using Cronbach's alpha was used (Mugenda 2008).

Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalization (Zinbarg2005).(Zikmund,2010)argued that a scale with coefficient between 0.6 and 0.7 represent fair reliability. Hence, for this study the cronbach's Alpha reliability test has been conducted and all the variables of HRM scale were categorized and computed as per the software SPSS application requirements. As the result the coefficients for each variable were found above the acceptable range for further analysis as show in table below.

Table0-2Cronbach's Alpha coefficient result

Variables	Cronbach's Alpha	No of Item
HRM practice	0.798	5
HRP	0.795	5
Recruitment	0.795	6
Selection	0.796	6
Compensation	0.795	6
Benefit	0.797	4
Total	0.767	

Source: own survey 2021

3.10. Ethical Consideration

To conduct any activities the researcher were discussed with the offices, the study does not begin until permission was obtained. The study provided due consideration to ethical issues such as confidentiality and transparency.

So as to make the study ethically acceptable, an effort was made to first brief the study participants on the research objective and importance of the study to the respondents. The subjects are also confirmed that their answer used only for the purpose of the research and therefore would be kept confidential.

CHPTER FOUR

DATA ANALYSIS AND INTERPRITATION

4.1 Introduction

This chapter enlightens about the results and interpretation of the primary data which is gathered through structured questionnaire. The first portion presents the preliminary analysis, the process through which the result obtained and the background information of the respondent. Finally, the statistical method of analysis, which applied to test the descriptive analysis through SPSS version 23 discussed.

4.2 Discussing the Rate of Respondents

The chapter presents an analysis of the information designed to respond to the research objectives as outlined in the study. There are two subsections presented in the questionnaire. The first is a general section, which addresses the respondents" demographic characteristics. The other subsections address specific research objectives and they include the general information, the extent to assess the HRM Practices occurrences in BOA.To facilitate simplicity in conducting the empirical analysis, the results of the descriptive analysis is presented, which is utilized, is based on frequency & percentage tables, pie charts and graph to provide information on the demographic variables. Forty questionnaires item were distributed to the 293 respondents (Sample sizes) and out of these respondents, 237 respondents have returned that accounts 80.8% response rate. Here the 34 discarding returns for different reasons 22 are incomplete. Accordingly, the analysis of this study is based on the number of questionnaires collected.

4.3 Discuss Demography character in Descriptive Statistics

Descriptive statistics is used to determine the main features of the collected data in quantitative terms. Tables, frequency distributions and percentages to provide a condensed picture of the data offered the descriptive statistical results.

Descriptive statistics for general information sex of employee

Table 0-1Employee Gender Static

Employee Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	89	37.6	37.6	37.6
	Male	148	62.4	62.4	100.0
	Total	237	100.0	100.0	

Source: Own survey (2021)

As shown in table 4.1, of the total respondents 148(62.4%) were male and the remaining 89(37.6) were female. This indicates that the number of proportions between male and female employees in the organization is not proportional. With regard to respondents age category,

Descriptive statistics for general information age of employee

Table 0-2Employee Age Static

Employee age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 23	10	4.2	4.2	4.2
	23-30	48	20.3	20.3	24.5
	31-40	74	31.2	31.2	55.7
	41-50	68	28.7	28.7	84.4
	above 51	37	15.6	15.6	100.0
	Total	237	100.0	100.0	

In table 4.2, the highest group of respondents" i.e 74(31.2%) fall under age category of 31 − 40. This implies that most of the employees are youngsters. The second higher group 68(28.7%) fall under age category of 41 − 50, the third higher group 48(20.3%) fall under age category 23-30. The remaining groups of respondents are below 23and above 51 years which each of them accounts 37 (15.6%) and 10(4.2%) respectively, of the total respondents.

Descriptive statistics for general information employee marital

Employee marital					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	57	24.1	24.1	24.1
	Married	154	65.0	65.0	89.0
	Divorce	26	11.0	11.0	100.0
	Total	237	100.0	100.0	

Of the total respondent 65% are married, 24.1% are unmarried the reaming respondents are 11% divorced.

Descriptive statistics for general information position level of employee

Employee level of position					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top level Managerial	20	8.4	8.4	8.4
	Middle level Manager	18	7.6	7.6	16.0
	clerical staff	133	56.1	56.1	72.2
	Non-clerical Staff	66	27.8	27.8	100.0
	Total	237	100.0	100.0	

Source (own resurvey 2021)

Of the total respondent level of position indicate 133(56.1%) is clerical staff this show indicate in the bank majority staff proportionate. And the second level of position respondent 66(27.8%) are non-clerical staff, the third and fourth level of respondents are top level management and Middle level management which each of them accounts 20 (8.4%) and 18(7.6%) respectively, of the total respondents.

Descriptive statistics for general information employee education background
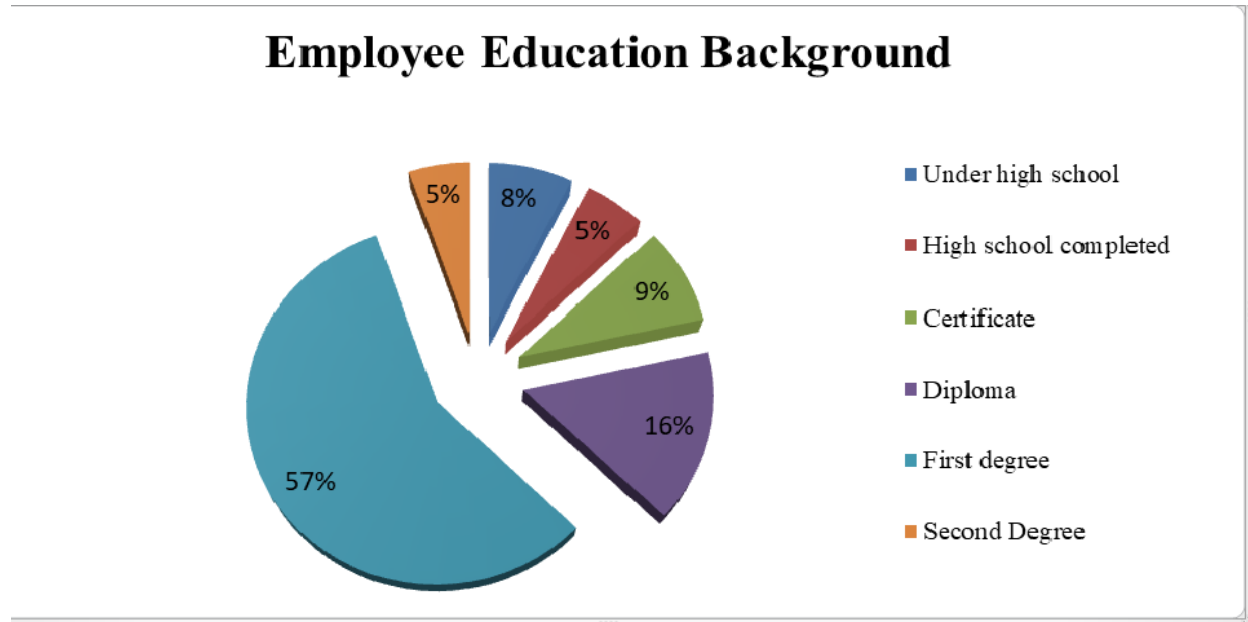
Figure 0-1employee education background
Source (own resurvey 2021)

In relation to employee level of education the above chart clearly indicated that majority of the work force (57%) acquired first degree. Diploma holder constitute 16%, certificate level 9% and under high school level are 8% this indicate lower level of education in the bank. The other employee are high school completed and Masters (second degree) both are holders constitute of 5% , and this indicate the high level of education are 5% of all employee in the bank this it is possible to infer that the workforce composition of the respondent are well qualified to explain about the practice and challenge of Human Resource management.

Descriptive statistics for general information employee work experience

Figure 0-2Employee work experience

Source: (Own survey 2021)

Out of 237 respondents, 33.3% had worked for a period of 3 year -7 years. 28% for a period of less than two years, 17.7% had been employed for 13-17 years, 16% of employee service life 8-12 years while the rest 4.6 % had been in service for more than 18 years. It may be concluded that majority of the employees had been with BOA in the range of 3-5 years which implies the two-component the positive side increasing the staff and the other one is staff turnover BOA.

4.3. ANALYSIS OF COLLECTED DATA

4.3.1. Human Resource Management Practice

Table 0-5HRM Data Analysis

	Item	Valid	Frequency	percent	Mean	St. Deviation
1	Thebank has effective HRM in Head office?	strongly agree	218	92	4.92	.272
		agree	19	8.		
		neutral	-	-		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100		
2	The bank places the right person in the right job	strongly agree	198	83.5	4.74	.668
		agree	24	10.1		
		neutral	9	3.8		
		disagree	5	2.1		
		strongly disagree	1	0.4		
		total	237	100.0		
3	My job responsibility and what is expected from me is clearly stated.	strongly agree	235	99.2	4.99	.092
		agree	2	0.8		
		neutral	-	-		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100.0		
4	I know the strategic objective of the bank	strongly agree	95	40.1	4.33	.605
		agree	125	52.7		
		neutral	17	7.2		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100.0		
5	The bank has generally good HRM practice	strongly agree	112	47.3	4.53	.500
		agree	125	52.7		
		neutral	-	-		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100.0		
		Grand Mean /Standard Deviation			4.702	0.427

Source (own resurvey 2021)

Accordingly, for item number 1, 218 (92%) and 19 (8%) of the respectively respond that they are strongly agreed, and agreed with respect to that and their mean and Std. Deviation is 4.92 and 272. The mean result revealed that, the practice of this item is highly applied i.e. there is effective HRM implemented in the bank head office.

Accordingly, for item number 2, 198 (83.5%) ,24 (10.1%)and 9(3.8%), 5(2.1%) and 1(.4%) of the employees respectively respond that they are strongly agreed, agreed, neutral, disagree and strongly disagree with respect to that and their mean and Std. Deviation is 4.74& .668. The mean result revealed that, the practice of this item is highly applied i.e. this indicates bank places the right person in the right job.

Regarding, for item number 3, 235 (99.2%) and 2(0.8%) of the employees respectively respond that they are strongly agreed and agree with respect to that and their mean and Std. Deviation is 4.99& .092. The mean result revealed that, the practice of this item is highly applied i.e. this indicates the job responsibility and what is expected from employee are clearly stated.

Regarding, for item number 4, 95 (40.1%), 125(52.7%) and 17 (7.2%) of the employees respectively respond that they are strongly agreed, agree and neutral with respect to that and their mean and Std. Deviation is 4.33& .605 . The mean result revealed that, the practice of this item is highly applied i.e. this indicates the employees are know the strategic objective of the bank clearly.

Regarding, for item number 5, 112 (47.3%) and 125(52.7%) of the employees respectively respond that they are strongly agreed and agree with respect to that and their mean and Std. Deviation is 4.53& .500. The mean result revealed that, the practice of this item is highly applied i.e. this indicates the bank generally a good HRM Practice in head office.

As indicated in the table 6 above, the values for the questions to that HRM schemes of the overall average mean (4.702) of HRM practice is very good ,

4.3.2 Human resource planning practice

Table 0-6HRM data analysis

	Item	Valid	Frequency	Percent	Mean	Std.Deviation
1	Human resource planning is done yearly	Strong agree	216	91.1	4.91	.285
		agree	21	8.9		
		neutral	-	-		
		disagree	-	-		
		Strongly disagree	-	-		
		Total	237	100.0		
2	The bank performance goals are set realistic level	Strong agree	126	53.2	4.46	.634
		agree	95	-		
		neutral	15	40.1		
		disagree	1	6.3		
		Strongly disagree	-	0.4		
		Total	237	-		
3	The human resource plan effectively applies in work	Strong agree	110	46.4	4.28	.807
		agree	92	38.8		
		neutral	26	11.0		
		disagree	9	3.8		
		Strongly disagree	-	-		
		Total	237	100.0		
4	The Bank forecasts the human resource needs	Strong agree	130	54.9	4.52	.594
		agree	104	45.1		
		neutral	-	-		
		disagree	2	0.8		
		Strongly disagree	1	0.4		
		Total	237	100.0		
5	The HR planning system clearly defined in the bank	Strong agree	174	73.4	4.72	.477
		agree	60	25.3		
		neutral	3	1.3		
		disagree	-	-		
		Strongly disagree	-	-		
		Total	237	100.0		
		Grand Mean/Standard Deviation			4.578	.559

Source (own resurvey 2021)

Regarding, for item number 1, 216 (91.1%) and 21(8.9%) of the employees respectively respond that they are strongly agreed, agree and neutral with respect to that and their mean and Std Deviation is 4.91& .285. The mean result revealed that, the practice of this item is highly applied i.e. this indicates the bank practice the HR Panning yearly.

Regarding, for item number 2, 217 (53.6%), 95(40.1%), 15(6.3) and 1(0.4%) of the employees respectively respond that they are strongly agreed, agree , neutral and disagree with respect to that and their mean and Std Deviation is 4.46& .634. The mean result revealed that, the practice of this item is highly applied i.e. this indicates the bank performance goals are set at realistic levels.

Regarding, for item number 3, 110 (46.6%), 92(38.8%) 26(11%) and 9(38) of the employees respectively respond that they are strongly agreed, agree, neutral and disagree with respect to that and their mean and Std deviation is 4.28& .807. The mean result revealed that, the practice of this item is highly applied i.e. this indicates the bank Human resource plan effectively applies in work.

Regarding, for item number 4, 130 (54.9%) , 104 (73.4%), 2(0.8%) and 1(0.4%) of the employees respectively respond that they are strongly agreed and agree with respect to that and their mean is 4.52& .594. The mean result revealed that, the practice of this item is highly applied i.e. this indicates the bank practice the HR Panning yearly.

Regarding, for item number 5, 174 (73.4%), 60 (25.3%) and 3(1.3%) of the employees respectively respond that they are strongly agreed and agree with respect to that and their mean and Std. Deviation is 4.72& .477. The mean result revealed that, the practice of this item is highly applied i.e. this indicates the human resource management planning system is clearly defined in the bank.

4.3.3Recruitment Practice

Table 0-7Recruitment data analysis

	Item	Valid	Frequency	percent	Mean	St. Deviation
1	A candidate can influence the decision of the recruitment committee.	strongly agree	-	-	2.60	.548
		agree	-	-		
		neutral	149	62.9		
		disagree	81	34.2		
		strongly disagree	7	3.0		
		total	237	100		
2	The current wage attracts the best recruits to the various Job positions instead of post.	strongly agree	170	71.7	4.69	.524
		agree	60	25.3		
		neutral	7	3.0		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100.0		
3	The means of communication on the recruitment procedure gives equal opportunity to all the potential applicants.	strongly agree	193	81.4	4.76	.620
		agree	40	16.9		
		neutral	-	-		
		disagree	-	-		
		strongly disagree	4	1.7		
		total	237	100.0		
4	The bank recruitment policy is fair.	strongly agree	47	19.8	4.17	.501
		agree	187	78.9		
		neutral	1	0.4		
		disagree	-	-		
		strongly disagree	2	0.8		
		total	237	100.0		
5	The bank website is constantly updated with the latest vacancies.	strongly agree	236	99.6	4.99	.132
		agree	1	0.4		
		neutral	-	-		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100.0		
6	Competencies and skill required for the different job positions are well defined and used in recruitment process	strongly agree	197	83.1	4.81	.441
		agree	37	15.6		
		neutral	2	0.8		
		disagree	1	0.4		
		strongly disagree	-	-		
		total	237	100.0		
		Grand Mean /Standard Deviation			4.336	.461

Source (own resurvey 2021)

Up on the above table 4.7, The Majority of the respondents i.e. (62%) neutral that Recruitment & Selection System of the bank are neither influenced nor supported on the decision of the recruitment committee.

As per statement two the majority of the respondents i.e (71.7%) agreed that the Recruitment & Selection System of the bank is attract the best recruits to the various job positions instead of post.

Regarding the item three, the majority of the respondents i.e.(81.8%) stronglyagreed that the Recruitment & Selection System of the bank communication is on the recruitment procedures gives equal opportunity to all the potential applicants.

In the other hand in item for the majority of the respondents i.e.(78.9%) agreed that the Recruitment & Selection System of the bank recruitment policy is fair.

In addition to that item five the majority of the respondents i.e.(99.6%) agreed that the Recruitment & Selection System of the bank website is constantly updated with the latest vacancies. In recent years, the online recruitment has been rapid growth and it is widely used in many organizations (Bratton & Gold 2003, 230).

Finally the majority of the respondents i.e.(83.1%) strongly agreed that the Recruitment & Selection System of the bank competencies and skill required for the different job position are well defined and used in recruitment process.

As indicated in the table 4.7 above, the values for the questions to that recruitment schemes of the overall average mean (4.336) of recruitment is good effective, this inferred that majority of the staffs agreed that recruitment system is better. Base on the result of majority respondent comfort about recruitment system according to their response the system is transparent and objective

4.3.4 Selection Practice

Table 0-8selection data analysis

	Item	Valid	Frequency	percent	Mean	St. Deviation
1	is the bank attracting & retaining qualified personnel	strongly agree	205	86.5	4.84	.431
		agree	26	11.0		
		neutral	6	2.5		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100.0		
2	Selection of a candidate in the organization is strictly based on merit.	strongly agree	212	89.5	4.89	.308
		agree	25	10.5		
		neutral	-	-		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100.0		
3	Hiring the right staff leads to attainment of the set service target	strongly agree	235	99.2	4.99	.092
		agree	2	0.8		
		neutral	-	-		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100.0		
4	selection practices do increasing the quality of services offered	strongly agree	2	0.8	3.79	.516
		agree	191	81.0		
		neutral	37	15.6		
		disagree	4	1.7		
		strongly disagree	2	0.8		
		total	237	100.0		
5	Proper selection and placement practices ensure maximum output from staff	strongly agree	38	16.0	4.07	.571
		agree	183	77.2		
		neutral	13	5.5		
		disagree	-	-		
		strongly disagree	3	1.3		
		total	237	100		
6	The selection system is highly scientific and rigorous.	strongly agree			3.92	.265
		agree	219	92.4		
		neutral	18	7.6		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100		
		Grand Mean/St. Deviation			4.416	.363

Source own resurvey 2021)

As the above table 4.8, of the statement one the majority of the respondents i.e.(86.5%) strongly agreed that the Recruitment & Selection System of the bank is attracting and rated qualified personnel.

As per statement two the majority of the respondents i.e.(89.5%) strongly agreed that the Recruitment & Selection System of the bank selection of a candidate in the organization is strictly based on merit.

Regarding, the statement three in the table show that the majority of the respondents i.e. (99.2%) strongly agreed that the Recruitment & Selection System of the bank hiring the right staff leads to attainment of the set production target.

Majority of the respondents i.e.(81%) agreed that the Recruitment & Selection System of the bank selection practices does increasing the quality of services offered.

In addition on the item five to that the majority of the respondents i.e.(77.2%) agreed that the Recruitment & Selection System of the bank Proper selection and placement practices ensure maximum output from staff.

Lastly, the majority of the respondents i.e. (92.4%) agreed that the Recruitment & Selection System of the bank selection system is highly scientific and rigorous.

As indicated in the table 4.8.above, the values for the questions to those selection schemes of the overall average mean (4.416) of selection is under good efficiency. This inferred that majority of the staffs agreed that recruitment and selection system is better. Base on the result of majority respondent comfort about recruitment and selection system according to their response the system is transparent and objective.

4.3.5 Compensation and Benefit practice

Table 0-9compensation data analysis

	Item	Valid	Frequency	percent	Mean	St. deviation
1	The salary provided by the bank is fair and satisfactory	strongly agree	31	13.1	3.96	.643
		agree	176	74.3		
		neutral	21	8.9		
		disagree	7	3.0		
		strongly disagree	2	0.8		
		total	237	100		
2	Salary increment in the banks is based on the level of loyalty to management.	strongly agree	14	5.9	3.84	.818
		agree	2	0.8		
		neutral	204	86.1		
		disagree	1	0.4		
		strongly disagree	16	6.8		
		total	237	100.0		
3	The bank compensation system is reviewed periodically	strongly agree	17	7.2	3.93	.477
		agree	188	79.3		
		neutral	30	12.7		
		disagree	2	0.8		
		strongly disagree				
		total	237	100.0		
4	The bank provides employees with the type of benefits they need.	strongly agree	212	89.5	4.88	.376
		agree	21	8.9		
		neutral	4	1.7		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100.0		
5	The company uses fair incentive system.	strongly agree	228	96.2	4.95	.293
		agree	5	2.1		
		neutral	4	1.7		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100.0		
6	Compensation is decided on the basis of competence or ability of employee.	strongly agree	231	97.5	4.96	.288
		agree	3	1.3		
		neutral	2	0.8		
		disagree	1	0.4		
		strongly disagree	-	-		
		total	237	100.0		
7	I am satisfied with the	strongly agree	213	89.9		

	amount of benefits I receive	agree	20	8.4	4.87	.423
		neutral	2	0.8		
		disagree	2	0.8		
		strongly disagree	-	-		
		total	237	100.0		
8	Bank has fully implementing the benefit Policy	strongly agree	28	11.8	3.88	.715
		agree	170	71.7		
		neutral	25	10.5		
		disagree	11	4.6		
		strongly disagree	3	1.3		
		total	237	100.0		
9	The payment of Benefit gives motivation towards performance improvement	strongly agree	220	92.8	4.93	.259
		agree	17	7.2		
		neutral	-	-		
		disagree	-	-		
		strongly disagree	-	-		
		total	237	100.0		
10	The bank benefits are fair in view of what other similar companies paid.	strongly agree	228	96.2	4.94	.327
		agree	5	2.1		
		neutral	3	1.3		
		disagree	1	0.4		
		strongly disagree	-			
		total	237	100.0		
		Grand Mean/St. Deviation			3.761	.3469

Source own resurvey 2021)

Based on the above table 4.9, Majority of the respondents (i.e. 74.3%) agreed that the composition & Benefit system that the employee salary provided by the bank is fair and satisfactory. and 86.1% (Majority of the respondents) neutrally that the bank uses Salary increment in the banks is based on the level of loyalty to management. In addition to this (73%) respondents are agreed that the bank compensation system is review periodically.

On the other hand in table compensation and benefit system those 89.5% respondents strongly agree that the bank provides employees with the type of benefits they need. And 96.2% of the majority respondents strongly agreed that the company used fair incentive system. Similarly 97.2% the respondents strongly agreed that the bank compensation is decided on the basis of competence or ability of employee.

Lastly, for this questioners 89.% , 92.8% and 96.2%   the employee satisfied the amount of benefits receive , the bank payment of benefit gives motivation towards performance improvement and the bank benefits are fair in view of similar bank paid. The employees respectively respond that they are strongly agreed. In addition the majority respondents 71.7% agreed that the bank fully implementing the benefit policy.

As indicated in the table 4.9 above, the values for the questions to that selection schemes of the overall average mean (3.761) of compensation and benefit is under pretty good , this inferred that majority of the staffs agreed that compensation and benefit system is better. Base on the result of majority respondent comfort about compensation and benefit system according to their response the system is transparent and objective.

4.3.6 Interview summarize

To complement the information gathered from the employees through a questionnaire, the researcher had conducted interviews with the selected twenty staff. For the question of whether Abyssinia Bank has HRM in of the, all staff interviewed replied similar response. Respondent's response the following advise:

- We understand on interview from the respondents that the Bank is conducting various studies at HRM to improve itself and identify problems and increasing the organizational goal.

- Human resource seeks to create a variety of perspectives, which helps to identify defect and minimize disruptions to work. As a result, HRM has a significant role to play in the success of the organization, and it is often suggested that special care better.

- The information we received from the interview shows that there are few obstacles in the bank, but the questions that come to the attention of the employee are often ignored. At the same time, we have received suggestions from the respondents that

there is a serious problem with employee motivation and that the bank shall pay attention to this and check for barriers to better performance.

- In connection with the plan, the Bank will follow its own technical procedures, to provide in its current state.

- Recruitment and selection are among the most applied in the bank activities terms of compensation and benefits. According to the interview, the bank will implement strong procedures in this regard.

- The benefits and compensation provided by the Bank are unequalled in by any other bank, which has a major commendation by the staff in this regard. They suggest that it contributes to better performance.

- In an interview, we observe that the bank provides timely compensation and benefits to the employees in accordance with the organization's procedures and that they are happy with the services provided.

- The Bank's subsequent adjustment to previous benefit and compensation complaints has created an opportunity for other organizations to attract our staff.

- Lastly, Among the issues that need to be addressed in the banking system are the lack of attention to the questions posed to the employee, there is a high workload on a few employees and the bank has not given due attention to the grievances of the employees.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter being the last part of the study deals with conclusion and recommendations. The main purpose of this study was to assess the of human resource management practices on in the case of Bank of Abyssinia with regard to the practices of human resource planning , recruitment and selection and compensation and benefit.

Based on the research questions stated at the beginning of the study, the findings were obtained from the responses of employees, observation & Document investigation as well.The data obtained were analyzed and interpreted by using percentage, descriptive statistics and qualitative analysis for the questioners and interviews. Based on the analysis made, the summary of the findings are organized as follows.

5.2 Summary of Major Finding

➢ The demographic characteristics of the respondents indicate that Among 237 employee 148(62.4%) are men and remaining 89(37.6%) are women. Regarding age structure of the employee in the study area is relatively fair in its composition, those in the age below 23 years (4.2%) , 23-30 (20%) ,31-40 (31%) , 41-50 (28.7%) and (15.8%) employees were above 51 years respectively. This indicates that most of respondents were matured enough and their response valuable for the study of human resource management practices.

➢ 3.1 tables show the bank demography in the head office. From the total staff of the bank, 62.5% or 682 employees are male and 409 or 37.5% employees are female. This figure indicates which 25% is lower than the Female staff.

➢ Further the educational background 57% was first degree holder, diploma 16% , 9% certificate , under high-school completed 8% and was second degree holder and high-school complete 5%. The educational background indicated It is enough to implement practices of human resources management principles, strategies, visions, rules and

regulations in BOA. With regarding to work experiences of employee, 50% of the sample populations have above five years of services. This could illustrate, employees of the organization under the study have well developed HRM practices experience.

➢ The dimension was used to assess the HRM practices. Accordingly; general arithmetic mean of the result in this regard shows 4.7. This result shows most of the respondents agreed on the HRM process that is practicing in the bank of Abyssinia. 4.333 mean scored the majority employee know the strategy and organizational goal, 4.92 mean scrod that the majority of staff agreed applied HRM practice on the bank effectively. From this it can be conclude that there is good HRM practice.

➢ On the other dimension was used assess the HRM practices in this paper was Human Resource Planning. According, general arithmetic mean of the results in this regard shows 4.57. This result shows most of the respondents agreed on the HRP process that is practicing in the bank of Abyssinia. 4.91 mean scored the majority respondent Human resource planning is done yearly, and 4.72 mean scored the majority respondent agreed on the human resource management planning system is clearly defined in the bank. Even if scaled in the arithmetic mean result is relatively low scale i.e. 4.28 mean values, the HR plan **effectively** applies in the Bank's work.

➢ among the items incorporated in the Recruitment & Selection , majority of the respondents response revealed that the practice of related with bank policy procedure strictly indicate that the practice in terms of applying in a strict manner generally mean are 4.33 and 4.41 respectively. 4.99 mean scored the majority respondent hiring the right staff leads to attainment of the set service target and 99 mean scored the majority respondent Compensation is decided on the basis of competence or ability of employee. The mean results of both items are finding indicate that, these two recruitments & Selection practices are consistently applied in the bank.

➢ As far as the compensation practices, the general arithmetic mean of the result is 3.76. This result revealed that the practice regarding compensation and benefit in the bank is applied in averagely. In this regard, among the variables used to assess, only one variable

(Compensation is decided on the basis of competence or ability of employee.) have got highest mean result with a scale of 4.96. Similarly another variable (The company uses fair incentive system.) have got the second highest mean result with a scale of 4.95. Whereas, among the remaining 2 items two items Salary increment in the banks is based on the level of loyalty to management.) Are scaled in the arithmetic mean result of low scale i.e. below 3.84 mean values the majority respondent is response neutrally. From these, it can be observed that compensation and benefit practice, they are compensated as relatively with other bank are paying for the service.

5.3 Conclusion

The main objective of the study was to assess the HRM functions in BOA and to find out the processes of HRP, recruitment and selection and compensation and Benefit identify the existed performance process is systematic, are properly carried out designing specific questions; The study targeted a total of 293 respondents. However, only 237 respondents responded and returned their questionnaires contributing to 80.8 % response rate. The Data was collected using structured questionnaires. The data was analyzed into frequency distribution, percentages, using the Statistical Package for Social Sciences (SPSS). The data was presented using tables and chart. From the summary of the findings based on the objectives of the study the researcher has drawn the following conclusion.

Based on the finding most of the respondent explained that almost all of the Generally HRM practices are good at bank of Abyssinia. The majority respondents know the bank the organization goal and HRM practice Process. And the HR plan applies in the Bank's work.

The quality of service provided by the staff has enabled banks to attract more customers because they are taking the recruitment and selection very seriously one day and paying close attention to the process. In order to selection new employees, the bank will hire in accordance with its own rules. As a result, the Bank has seen better growth and performance.

The current Compensation and Benefit performance are exceeding with other bank. There are several types of compensation available at the company. The main financial and non- financial incentives are employees, bonuses, full medical, life insurance ,fuel , housing and education(under postgraduate) Overall, the survey on compensation and benefits also shows good performance.

In general Surveys it indicates of on HRM practices, human resources planning, recruitment and selection, and compensation and benefits are in a good performance.

5.4 Recommendation

Based on the findings and conclusions of the study, the researcher provides the following recommendations aimed at ensuring that the human resources management practices adopted by Abyssinia bank in play a positive role in ensuring the improved performance and competitive advantage of the banks that implement them.

➢ The bank is expected to focus on women workers' participation. In this regard, the bank may develop its performance in terms of employment.

➢ We recognize that recruitment and selection practices are excellent, and the Bank is continuing to strengthen this process and set an example for others to follow.

➢ Similarly, the survey shows that the experience on compensation and benefits is excellent, making it one of the high paid salary banks in the country. It is important to note, however, that this is due to the performance of the staff. It is well known that an employee stays in the company for as long as he or she is paid well. Therefore, the bank need to be aware of this, as compensation and benefits are subject to update.

➢ In general, one of the challenges we have seen in the practice of human resource management is the Bank's refusal to accept suggestions from employees, and this is one of the reasons why employees are complaining. Therefore, the organization better accepts any suggestions from the staff and gives them a chance to express themselves.

Recognizing the importance of listening to the employee, the bank needs to get rid of this negligence.

➢ Based on the recruitment and selection Practice the bank is expected to focus on Female workers' participation. In this regard, the bank may develop its performance in terms of employment.

➢ Another of the gaps is the incentive to praise the work of the bank, which undermines the motivation of the staff to receive encouragement from the relevant body for their outstanding performance. Therefore, the Bank needs to understand this gap and use various methods to provide training for top-level managers and middle-level of managers. This helps increase the morale and motivation of the subordinates.

➢ The bank better conduct research studies that help it to acquire fill gaps identified.

5.5 Suggestions for Further Research

This study was done in the bank of Abysinya Head office located in Addis Ababa. It was impossible to cover the whole BOA by the head office because of time constraints in interviewing, data collection, and subsequent data analysis. Further research and data collection will help to develop the theory of HRM performance linkage in contemporary organizations in the banks and other various sectors of the economy.

Further research in the areas of strategic human resource management practices, motivation, and encouragement would be useful in understanding the impact that the practices have on organizations' competitiveness and management process for enhanced productivity.

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St. Mary's University College

School of Graduate Studies

QUESTIONNAIRE

ASSESSMENT ON HUMAN RESOURCE MANAGEMENT PRACTICES IN CASE OF
BANK OF ABYSSINIA

Survey Questionnaire

Dear respondents:

I am a graduate student at St. Mary University School of Business; currently conducting a research for the completion of my master's degree in Business Administration The purpose of this questionnaire is to assess the overall Human Resource Management practices of bank of Abyssinia. You're valuable feedbacks that the researcher will use to determine the current practices of the HRM divisions along with their alignment and integration with business HRM and other HR functions respectively. As a result, the researcher recommends valuable suggestion towards the improvement of HRM practices which have positive contribution for organizational effectiveness so as to fill the gaps identified. The study is purely for academic purpose and thus does not affect you in any case. Your genuine, frank, timely response is vital for the success of the study. Therefore, I kindly request you to respond to each question carefully and oblige.

If you would like further information about this study, or have problem in completing this questionnaire please contact me via +2519 193-339-41.

Thank you for your cooperation!

Note: - No needs of writing your name. Where alternative answers are given, encircle your choice and put "x" mark where necessary; and please return the completed questionnaire in time. Thank you in advance for your cooperation and timely response.

Section "A" General Profile of Respondents

Please mark (√) to indicate your response.

1. **Gender**

    Male   [_____]

    Female   [_____]

2. **Age**

Below 23	
23-30	
31-40	
41-50	
Above 51	

3. **Marital Status**

Single   [_____]

Married   [_____]

Divorce   [_____]

4. **Education Background**

Under high school	
High school completed	
Diploma other (please specify	
Undergraduate (1st degree)	
Post graduate (2nd degree)	
PHD	

5. Please specify your current position in the company

Top level management	
Middle level management	
Clerical staff	
Non-clerical staff	
Other (please specify..	

6. How long have you been working in the bank

Less than two years	
3-7 years	
8-12 years	
13-17 years	
Above 18 years	

KEY

[1] – Strongly Disagreed [SD]

[2] - Disagreed [D]

[3] - Neutral [N]

[4] – Agreed [A]

[5] - Strongly Agreed [SA]

Part I - Human Resource Management (HRM) Dimensions:

You are kindly requested to answers your perceptions based on the 5-scale Likert scale 1-

Strongly disagree to 5-strongly agree.

Human Resource Management (HRM) involves all management decisions and practices that directly affect the people / employees who work for the organization and provide competitive advantage to the organization. It includes the human resources planning, recruitment and selection, orientation, training and development, performance appraisal, compensation and rewards, as well as labor relations matters.

No	**HRM**	Strongly Agree	Agree	Neutral	disagree	Strongly disagree
1	Is it effective the bank HRM in Head office?					
2	The bank places the right person in the right job					
3	My job responsibility and what is expected from me is clearly stated.					
4	I know the strategic objective of the bank					
5	The bank has generally good HRM practice.					

No	HRP	Strongly Agree	Agree	Neutral	disagree	Strongly disagree
1	Human resource planning is done yearly					
2	The bank performance goals are set at realistic levels.					
3	The Human resource plan effectively applies in work.					
4	The bank forecasts the human resource needs.					
5	The human resource management planning system is clearly defined in the bank					

No	Recruitment	Strongly Agree	Agree	Neutral	disagree	Strongly disagree
1	A candidate can influence the decision of the recruitment committee.					
2	The current wage attracts the best recruits to the various Job positions instead of post.					
3	The means of communication on the recruitment procedure gives equal opportunity to all the potential applicants.					
4	The bank recruitment policy's fair.					
5	The bank website is constantly updated with the latest vacancies.					
6	Competencies and skill required for the different job positions are well defined and used in recruitment process					

No	Selection	Strongly Agree	Agree	Neutral	disagree	Strongly disagree
1	The bank creates a good environment for employee.					
2	Selection of a candidate in the organization is strictly based on merit.					
3	Hiring the right staff leads to attainment of the set production target					
4	selection practices do affect the quality of services offered					
5	Proper selection and placement practices ensure maximum output from staff					
6	The selection system is highly scientific and rigorous.					

No	Compensation	Strongly Agree	Agree	Neutral	disagree	Strongly disagree
1	The salary provided by the bank is fair and satisfactory					
2	Salary increment in the banks is based on the level of loyalty to management.					
3	The bank compensation system is reviewed periodically					
4	The bank provides employees with the type of benefits they need.					
5	The bank uses fair incentive system.					
6	Compensation is decided on the basis of competence or ability of employee.					

No	Benefit	Strongly Agree	Agree	Neutral	disagree	Strongly disagree
1	I am satisfied with the amount of benefits I receive					
2	Bank has fully implementing the benefit Policy					
3	The payment of Benefit gives motivation towards performance improvement					
4	The bank benefits are fair in view of what other similar companies paid.					

Appendix

St. Mary's University College

School of Graduate Studies

Interview question for ASSESSMENT ON HUMAN RESOURCE MANAGEMENT
PRACTICES OF BANK OF ABYSSINIA

Interview guide to the manager HRM practice

Dear participant,

My name is Zulal Abass MBA Student in St Mary's university. I am now working on my thesis
project as part of a requirement to complete my training. I am here to collect data on HRM
practices in case of Bank of Abyssinia   I made choice to conduct data collection -------------------
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 First of all, I would like to thank you for volunteering to take part in this interview. It will take
10-20 minutes. There are 9 guiding questions for our discussion.

The purpose of this interview is to gather information on your perceptions regarding to assess the
above variable in the BOA. I will read each question one-by-one and let you think about each of
them. On the basis of your willingness, our discussion will be audio-taped so as to capture all the
points you will raise during our discussion.

**I thank you in advance for your willingness and commitment to spend your precious time
with me during the interview.**

1. What measures should be taken to improve HRM practices of the organization?

2. What is the effect of human resource practices on employees' performance at your bank?

3. Which is the HRM implementing best performance in the organization?

4. Can you identify the barriers that affect the HRM practices at your organization?

5. What type of techniques your organizations apply during planning process?

6. How would you describe the recruitment and selection provided by your company?

7. How would you describe compensation and benefit provided by your company?

8. Do you believe your organization strictly implements compensation and benefit programs as per the manual, policy and procedure? If the answer is no how?

9. What is the measure you have been taken to improve compensation and benefit package?