The Effectiveness of Human Resource Management Practices on Employee Retention– An Empirical Study of Commercial Bank of Ethiopia, Hawassa City.

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Abstract

Our strategic importance related to age and retention of employees is an organization this is important because not only the most talented and the best competitors, but also to protect the long-term benefits for themselves and for the people. Human Resources are a very valuable resource for any organization, and for any organization around the world. Therefore, it is not necessary to take the stairs for the wise of heart, to maintain the norm that gives life. HR organizations can effectively help stop important customers. The church branch of the Commercial Bank of Ethiopia, Hawassa, and intensely lives in a particular way, is headed down by competition, effort and billing risk. This study examined the effectiveness of sensitive HRM practical knowledge of TV retention in the branches of the Commercial Bank of Ethiopia in Hawassa. Specifically, life development opportunities, work environment, work-life balance, and employee engagement were rewarded for retention of impacted developers. Section of the plan with another follow-up study becomes Hawassa his cross. The study was conducted in 10 branches in the city of Hawassa. General sample, all employees. Stratified random sampling was used to select a selective sample of 156 employees out of 260; only 150 interviewers received six (6) poorly completed answers or less in the analysis. The total of 150 questionnaires used is 96.16%. Movement, keep an employee. When the balance between work and private life, and the participation of young people, human resource management workers to seek more accessions of new things, things that have been discussed before, then this competition can only not be maintained long. Improve the retention of employees on the banks of the river is recommended as a developer, to acquire them, please pay attention to the human momentum. If banks offer a certain degree of flexibility to reconcile life and compensation of employees, you employ them. It is also recommended that banks join forces and unite with academic research universities and other institutions to address issues that derive
from the best solution for human resource management. In the future, other researchers are trying to estimate the duration of practices that affect retention. Bed, lighter should also be used for some commercial banks and banks after that, comparative studies, the effectiveness of HRM practices.

Keywords: Employee Retention, Work-Life Balance, Employee Engagement, Compensation, Competitive Advantage, Flexibility, Talented Employees Pool.

I. Introduction

In what order is the soul of the large number of men. Despite the fact that most societies are sent back by technology, the goal is to make a man's work the faculties of technology. This is especially great football everyone free. This is the source of a competitive advantage. To gain an advantage over its competitors, employers need to create a favourable environment for conservation practices. There is a rare and valuable resource that creates a competitive advantage. Production work as soon as they are satisfied with the intention to stay and the removal of both needs maximized.

It is the key to resource and management for employees to gain competitive advantage and strategically placed. In addition, studies have shown that it can increase the competitive advantage of their organizations through management, and to do so, and the court of their rare and valuable resources and staff (Translation: 1990). For that reason, and the victory of an organization depends on the efficiency of human resources, or what's in its house. The most successful societies need only successful planning and policy implementation and detailed sound reasons, but also to control their people.

For that reason, it can be to help make the best use of resources to the competent One, indeed, is the norm, and human resources, to the effectiveness of, and to contribute to the organization and to the continuous improvement of the organization. In the competitive world, institution trust employees to provide innovative solutions to the problems they may encounter. (Clarke, 2004).

I.ii. The Banking Industry in Ethiopia:

The banking sector, which plays a key role in the global responsibilities of the country that have chosen to play an important role in the financial system in the country, and as part of economic activity. The income efforts, the lower the dignity of the aid, means the borders of Ethiopia. It offers great opportunities to do this, we are looking for skilled labour, but it also raises the question of competition. The expert, and this task is further enhanced by competition or alliances, such as respecting banks, by reserving the best for their customers. El Hawassa, 19 banks to create more competition in the country. Over the
years delivered an impressive performance in the banking sector. Strong competition in the banking sector offers more opportunities to explore more opportunities for these highly qualified doctors. Poaching art form key to attracting customers who compete in some organizations have become common master.

And to achieve their goals and stay competitive, it is essential that the banks war, but now the increase in market share, but that they move away from assistance incentive program. Nowadays, however, banks must maintain the effectiveness of the delay privileges of developer bananas, partner in fear of losing them.

Many organizations have no framework to celebrate that they want to be effective, although it does not necessarily mean that they retain the best employees for business growth.

The commercial bank of Ethiopia, Hawassa City is present separately in this type of salad. While other parts of the human experience cost strong competition from the rest of the economy, the numbers exercising the right to vote are large. This is crucial for working with human resource management and can begin to test retention problems. This research focuses on the retention capacity of employees for sensitive skin, Ethiopia and especially in Hawassa in general. Most studies on retention were conducted, especially those with other countries. This suggests that there is insufficient research in this area. Therefore, it is not necessary to conduct research into the empirical effectiveness of HRM practices in retaining employees Hawassa helps to fill this knowledge gap.

II Theoretical Frame Work

![Theoretical frame work](image)

**Fig.1.** Theoretical frame work
III. Research Methodology

III.i. Objective of the Study

The General Objective

The general objective of the study is to assess the effectiveness of Human Resources Management practice on employee retention in commercial Bank of Ethiopia; A case of Hawassa city.

Specific Objectives

To analyze the effect of career development opportunity on retention of employee.
To investigate the effect of working environment on retention of employee in the CBE.
To ascertain the effect of employee work-life balance on employee retention in the CBE.
To determine the effect of compensation on the retention of employees in the CBE.
To evaluate the effect of employee engagement on retention of employee in the CBE.
To recommend certain improvements to strength HRM practices to retain employees.

III.ii. Research Design

A research design and researcher conduct control of research design in a way that does not hope to achieve the objectives (Raynor 2001, 225). Research design and planning studies are essential. Since this is the reason given by the rising jurisdiction and the one that followed and that the collected data can do some research to solve the problem?

He uses both qualitative and quantitative study progressively a mixture of ways to collect and analyze data. According to a study on the causal link between variables. And why and how to try to clarify the relationship between two or location and create?

Tully's investigation, Thomas and the Hill Spine (2003), discusses explanations of the study of the situation or problem to explain the relationships between the variables. He goes on to explain that this study design to determine and explain the relationship between the dependent variable, the retention of staff and independent variables, the development of professional ability, the work environment, the balance between life professional and employee participation. Lorem's cross-research done with efficiency and human resources management practices related to the employee retention area is a few years ago.

III.iii. Sampling technique and sample size

The population of the study is relatively homogeneous and detailed study required for the subject area. For primary data collection the researcher going to be implemented is mixed sampling technique (Probability and non - probability) utilize, where simple
random and stratified sampling for the former and purposive sampling techniques for the later was utilize. The researcher prefers to use these methods because the techniques are more representative, less expensive, give freedom to researcher. Out of the target population (260 employee), the researcher limit the sample size through using the Cochran formula (1977).

III.iv. Sources and method of data collection

Both primary and secondary sources utilized to collect data relevant to the study objectives. Primary data collected from the respondents through questioner.

III.v. Reliability and Validity of the measuring instrument

Reliability is determined by comparing responses to alternative forms of the same question or group of questions (Zikmud, 2000, p.280). Table shows that all the selected factors that were statistically check out in the analysis obtained a Cronbach’s alpha coefficient exceeding 0.70, thus verify and considering good. The Cronbach’s Alpha Analysis for HRM Practices and Employee Retention.

| HRM practices          | No. of Items | Alpha | Average Inter-Item Correlation | Alpha Coefficient Range | Strength of Association |
|------------------------|--------------|-------|--------------------------------|-------------------------|-------------------------|
| Career Development     | 6            | .737  | .767                           | > 0.7                   | Accepted                |
| Work Environment       | 6            | .852  | .853                           | > 0.8                   | Very Good               |
| Work - Life Balance    | 6            | .801  | .799                           | > 0.7                   | Accepted                |
| Compensation           | 6            | .821  | .823                           | > 0.8                   | Very Good               |
| Employee Engagement    | 6            | .846  | .847                           | > 0.8                   | Very Good               |
| Retention              | 6            | .868  | .871                           | > 0.8                   | Very Good               |
| Total                  | 36           | .930  | .932                           | > 0.9                   | Excellent               |

IV. Method of Data Analysis

After the necessary data from both primary and secondary sources were collected, it was properly organized and presented in the form of inferential statistics. The process carried out in clear way to reach the objective of the study of necessary primary and secondary data have to be collected and classifying the collected data to more meaningful and relevant data. The process of examining the collected data
identifies errors and omission. Through editing of the raw data, errors and omissions are detecting and correcting. This research analyzed the data by using Statistical Package for Social Science (SPSS) windows version 21. Using Inferential statistics (Pearson correlation between variables, regression analysis and reliability test was cross check by using Cronbach’s alpha). The data presented in a simple and easy manner. After all, the information analyzed and interpreted by applying above techniques and presents the results graphically. Finally the outcomes marked out and concluded the recommendations for further research.

IV.i. Human Resource Management Practices
This section presents employees’ opinion of some selected HRM practices in five key areas namely career development opportunity, working environment, work-life balance, compensation, and employee engagement.

IV.ii. Career Development Opportunity

| No. | Statement                                                                 | Mean  | St. De   |
|-----|---------------------------------------------------------------------------|-------|----------|
| 1.  | Training and career development opportunities are provided on time to time by the bank | 3.04  | 1.34554  |
| 2.  | A mentor was assigned by bank that who advises me for my career development plans. | 2.46  | 1.22409  |
| 3.  | A supervisor in my professional growth and development                      | 2.71  | 1.11578  |
| 4.  | The development of the sponsors of the program to participate in the formation of the life of my organization. | 2.96  | 1.32538  |
| 5.  | I have received enough training so that I can do my job effectively.       | 3.02  | 1.21034  |
| 6.  | There are opportunities for the life of me that I should go for the better, for the advance in holiness. | 3.16  | 1.15131  |

Table 1. Career Development Opportunity of commercial Bank of Ethiopia, Hawassa Source: Authors compilation
Most of the training focuses on development, life and development opportunities in life statements. Hustled (1995) shows that human resource management techniques, such as training, are important determinants of maintenance procedures. Many would respond that the average score was generally neutral, but some questions about life chances are indifferent. As can be seen in Table 4.4.1.1, the question of your own established professional development opportunities under the sponsorship program was either neutral (x = 2.96). A limited part of the bank offers a professional training program.
Out of the mean (3.16) and (3.04); neutral in response to "The mentor assigns the bank to recommend me my career development plan." and "the bank recommends a mentor assigned me to my career development projects." "This average score (x = 3.02) indicated that it does not result in sufficient preparation for the sequence, which negatively affects the efficiency of doing their job. Mentoring career guidance calls banks seem to be most indifferent respondents / push / (x = 2.46), "the same task is to make a more effective training method is." "This indicates that it is very difficult to transfer our knowledge, skilled workers new skills and strategies to work.

IV.iii. Working Environment:

| No | Statement                                                                 | Mean  | St. De  |
|----|----------------------------------------------------------------------------|-------|---------|
| 1. | The working atmosphere is generally friendly.                             | 3.54  | 1.24019 |
| 2. | My physical working conditions are well suited for my job.                | 3.36  | 1.31290 |
| 3. | My work closely corresponds with my professional skills.                  | 3.52  | 1.23537 |
| 4. | My feedback and useful way to get ready; so heavy professional development.| 3.31  | 1.12409 |
| 5. | I feel to express my thoughts and I feel a sense of dignity by the upper administration.| 3.03  | 1.15518 |
| 6. | The management team provides an environment where you feel safe.          | 2.84  | 1.24825 |

Table 2. working environment of commercial Bank of Ethiopia, Hawassa city branches

Source: Authors compilation

Statements relating to working environment focused mainly on wide-ranging working atmosphere. The Mean scores of responses suggest that respondents were generally similar to the questions, except one statement on working environment as shown in Table- 2 on the issue of working atmosphere, feedback, treatments, team spirit there was agreement (Mean = 3.5). This means the banks working environment is favourable for member of staff. In similar fashion an independent study conducted by the Society for Human Resource Management, Confirmed that a major factor affecting the physical working environment contributes to an employee's job plan to stay or leave (Sutherland, 2004.)
IV.v. Work-Life Balance

| No. | Statement                                                                 | Mean | Std.dev |
|-----|---------------------------------------------------------------------------|------|---------|
| 1.  | My working life is well balanced with my family life.                     | 1.98 | 1.3435  |
| 2.  | My organization offers flexibility as to when to start and end the day’s work. | 2.05 | 1.11600 |
| 3.  | Once I notify my supervisor, I am sometimes allowed to work from home.    | 2.05 | 1.02182 |
| 4.  | I can easily take time off for "home crisis’ illness involving to my loved ones. | 2.48 | 1.16859 |
| 5.  | I am satisfied with the amount of time I spend at work.                   | 2.24 | 1.24208 |
| 6.  | My ability to achieve balance between work and family life is a source of good health. | 2.68 | 1.33601 |

Table 3. Work-Life Balance of commercial Bank of Ethiopia, Hawassa city branches
Source: Authors compilation

The crisis of the important reasons to have known the nature of the work, and the porch of a struggle of life, destined for them and that the level of flexibility with the need to ensure that the workforce functions of a variety of schedules and establish. Table - 3 shows that generally, respondents were disagree and strongly disagree to most of the statements regarding work-life balance in their organizations. With limited respondent the merely profusion statement is my ability to achieve the desired balance between work and family life is a source of good health (28%) of the respondents were Neutral (Mean = 2.68). All other statement are ranging in disagree and strongly disagree with mean (2 and less than). It suggests there is high strategic problem of work life balance in commercial bank of Ethiopia, Hawassa city branches. This result is pessimistically related with some studies on the issue of work life balance. The work / life balance is also possible for the attractive loyalty group and the momentum developer, especially those who are interested in the organization and the close links that support them in their lives outside the workplace. Work (Honeycutt and Rosen, 1997). The common argument is the work life balance has a vital role in keep hold of employee for long period of time and profitability of the organization. But due to the nature of the work the employee does not give a high emphasis to their family life. Generally, it appears issues on work life balance are not given much due attention by management of commercial banks of Ethiopia, Hawassa city branches.
IV.vi Compensation

| No. | Statement                                                                 | Mean | St. dev. |
|-----|---------------------------------------------------------------------------|------|----------|
| 1.  | I earn more than others who occupy similar positions in other such banks. | 1.97 | 1.07408  |
| 2.  | The non-monetary benefits that I receive similar positions in other such banks. | 2.45 | 1.04005  |
| 3.  | People who are hardworking and results-oriented are rewarded in the organization. | 2.13 | 1.02758  |
| 4.  | The salary and benefits I receive in this organization is commensurate with my performance. | 2.16 | 1.00613  |
| 5.  | Compensation is satisfactorily reviewed from time to time.                | 2.14 | .97643   |
| 6.  | Increment in salary structure is well defined and the increment is given from time to time. | 2.35 | 1.11209  |

Table 4. Compensation of commercial Bank of Ethiopia, Hawassa City Branches
Source: Authors compilation

Table 4 shows that, the respondents were disagreeing to most of the statements concerning about compensation and benefit. When we see the salary structure /monthly income / of employee is relatively beautiful from other governmental institution but on similar position others employee who work in other banks earn more. It indicate that other commercial bank pay attractive salary and offer different benefits , it also imply that if they got opportunity they leave to other relative commercial branches . Generally the salary and benefit of banks are not favour by its member of staff. This result also supported by prior work. Khan (1990) this summary of the total cost of utricles increases with a cash outlay system can play an effective role in attracting the best candidates, defining employee performance behaviours and character retention

IV.vii. Employee Engagement:

| No. | Statement                                                                 | Mean | St. de |
|-----|---------------------------------------------------------------------------|------|--------|
| 1.  | I care about the success of this organization.                           | 4.02 | 1.00966|
| 2.  | I am proud to tell others that I am a member of this organization.        | 3.77 | 1.13010|
| 3.  | I’ am prepared to put in a great effort in order to help this bank to succeed. | 3.81 | 1.05160|
| 4.  | Communication across all levels in this organization is good.             | 3.37 | 1.11456|
| 5.  | I feel a strong sense of belongingness to this organization.              | 3.37 | 1.12725|
| 6.  | My supervisor recognizes and values my ideas, suggestions and opinions.  | 2.91 | 1.14069|

Table 5. Employee Engagement of commercial Bank of Ethiopia, Hawassa
Source: Authors compilation
Some knowledge of employee participation practices in the companies listed in Table 5. Compared to other human resource management technologies, it seems that banks took more serious measures in order to involve their employees, since The answer is clear in all our statements about employers, except in cases where one of them disagrees. This means admitting the recognition and measurement of leadership of my ideas, opinions and suggestions (34%), which is not interested (x = 2.91).

The average number of points (4) showed that there was an agreement on the issue: 'take care of this organization and success.'

For example: "I am ready to do more than what is generally believed effort to help succeed in the average bank (3.81) This is confirmed by several studies, according to the Business Administration Council (2004) general obligations not only the potential of Employee retention this push, productivity and loyalty, but has a close link with the company's report, customer satisfaction, and the total value of the stakeholder.

There is a sound technician.

| No | Statement                                                                 | Mean  | St.dev  |
|----|---------------------------------------------------------------------------|-------|---------|
| 1. | In my organization career development opportunities make me to retained long period | 2.76  | 1.28709 |
| 2. | The working environment is conducive which is caused for my retention.       | 2.82  | 1.384222|
| 3. | My work life balance is suitable and it helps me for retaining in the bank. | 2.01  | 1.15268 |
| 4. | The timely increment of salary and rewards has positive impact for retain me in bank. | 2.51  | 1.28876 |
| 5. | The employee engagement issues encourages which is caused for my retention | 2.76  | 1.17248 |
| 6. | I fully devoted myself for the service to my organization for more period of time. | 3.12  | 1.27599 |

Table 6. Employee retention of commercial Bank of Ethiopia, Hawassa
Source: Authors compilation

Retention organization projects are considered part of the great human hand. First, the right choice of potential employees to continue to speak and maintain these programs is to participate and support the organization (Freyermuth, 2004).

In response to an answer, they suggest that scores amid almost indifferent questions about employee retention. As shown in Table 6, each employee had retention problems between (x = 2.76). On the issue of work and work-life balance, this applies and is part of your participation in the bank. They were strongly disagree (47.7%) with the mean result (Mean = 2.01) and the timely increment of salary and other rewards have a positive impact for retain me in bank were disagree (38.0%) with mean result (Mean = 2.51).
From this we can understand career development opportunity, work life balance and compensation the major responsible factor for employee turnover to other organization and rival commercial banks.

V. Conclusions

This study tried to examine how human resources management practices in cities retention of CBE Hawassa employees have graduated. The results of this study showed that there is a positive relationship between HRM practices and employee retention, and with support they graduated Ghazali, Nasyuki and Ishak, 2011, ET AL Hong, 2012, pitting and Akhlaghimaaf, 2013).

In order for opportunities to advance in the life of a significant impact on employee retention. This confirms that the need for a great opportunity for training and development is one of the fundamentals of training and development of human resources management practices. In fact, training and development plays a vital role in any organization that is believed to be a framework for strategic implementation. From the results, it does not lead to the conclusion that the works of a fundamental link between retention. The study shows the bank operation pot friend represented. This shows that the working conditions and the objective of the negative billing relationship. Human resources practice has recently been included in the reconciliation of life, which has a strong relationship with employee retention. Raised the surprising results of studies, the management of balances -Vita emphasizes fear less graduated at all bred in large flexible hours, and life opportunities.

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