



**ST. MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**ASSESSMENT OF EMPLOYEE RETENTION PRACTICES AT SOME  
SELECTED GRADE FOUR BRANCHES OF COMMERCIAL BANK OF  
ETHIOPIA (CBE)**

**BY:  
MIHRET ESUBALEW**

**MAY, 2017  
ADDIS ABABA, ETHIOPIA**

**ST.MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES  
DEPARTMENT OF MARKETING MANAGEMENT**

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**ADVISOR  
SHOA JEMAL (ASST.PROFESSOR)**

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**APPROVED BY BOARD OF EXAMINERS**

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**Dean, Graduate studies**

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**Signature**

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**Date**

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**Advisor**

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**Signature**

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**Date**

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**External Examiner**

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**Signature**

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**Date**

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**Internal Examiner**

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**Signature**

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**Date**

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## **LIST OF ACRONYMS/ABBREVIATIONS**

CBE:	Commercial Bank of Ethiopia
HRM:	Human Resource Management
HRMD:	Human Resource Management Development
CSO:	Customer Service Officer
SCSO:	Senior Customer Service Officer
CRO:	Customer Relation Officer
CSM:	Customer Service Manager
SPSS:	Statistical Package for Social Science

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## ABSTRACT

*It was very clear that employees are an integral part of any organizations, keeping them satisfied is very significant task for organizations success. The purpose of this study was assessment of employee retention practice at Commercial Bank of Ethiopia. The main objective of this study was to find out employee turnover is an ongoing practices in CBE, to identify whether they have or not a good career development, recognition practice, job security, working environment, and the relationship between employees and supervisors of the Bank. The research was a descriptive study applying quantitative and qualitative approach in which data was collected across a population through convenience and purposive sampling method and used descriptive statistics for the data analysis. Questionnaires filled by employees of Commercial Bank of Ethiopia in order to know the retention practices and strategy that are designed and implemented in the Bank that leads organizational success and employee satisfactions. Interview questions were conducted for branch managers and human resource management at head office. The purposes of face -to -face interview were to know if there was actual retention practices and strategy that was implemented by the organization. The result of the analysis showed that there were employee's retention strategies available in the organization. However, most of employees of the Bank is not satisfied with their salary and benefits, career development, recognition, organizational justice and job security. Based on the study, the researcher tried to conclude and recommend that the organization needs to revise the employees financial and non-financial accommodation.*

***Key words: Employee retention, Human Resource, Job security***

## **CHAPTER ONE: INTRODUCTION**

This chapter deals with the background of the study, operational of definition of key terms, statement of the problem, objective of the study, research questions, significance of the study, scope of the study, limitations of the study, and organization of the study.

### **1.1. Background of the study**

Banks play an important and active role in the financial and economic development of a country. An effective banking system greatly influences the growth of a country in various sectors of the economy. Practitioners in the banking industry face a large number of complex challenges in the global marketplace. Attracting and retaining competent employees are becoming a headache for many companies. Different strategies may be designed to do the same, like improving the working conditions, good employee relationship management, attractive salary and benefits, promotion opportunities, job security, career development etc. Healthy intended compensation system enables organizations to attract qualified employees required, retain and inspire the existing work force towards goal achievement. The most obvious compensation employees get from work is pay (Decenzo and Robbins, 1999).

The current research focused on the Commercial Bank of Ethiopia employee in Addis Ababa. This was chosen in view of the practical implications, significant financial cost, associated with hiring skilled staff and the desire to retain the staff in order to improve effectiveness, increase productivity and minimize hiring cost, training cost and the shortage of skilled staff.

The study was focused on the retention of employees working within the CBE in Addis Ababa. This study made an important contribution to current knowledge by studying the strategy of employee turnover collated from employees in relation to age, gender, term of service, and job position within the CBE.

From a practical standpoint, this study has some implications of significant costs would be associated with the selection, orientation and training of the employees. In time, these employees accrue substantial value to the organization as a function of the number of years they have been

working in the organization. Taking into account the high monetary cost involved in recruitment, training and replacement of qualified employees' even low levels of turnover is costly and as such, the ability to identify the need and discontent influencing turnover intentions by an employee is particularly crucial and would result in cost savings to CBE.

Human resource management (HRM) is the management of the organization's most valued assets the people working there who individually and collectively contribute the achievement of the objective of the business. (Armstrong, 2008)

The history of the Commercial Bank of Ethiopia (CBE) dates back to the establishment of the State Bank of Ethiopia in 1942. CBE was legally established as a share company in 1963. In 1974, CBE merged with the privately owned Addis Ababa Bank. Since then, it has been playing significant roles in the development of the country. Pioneer to introduce modern Banking to the country. It has 1139 branches as of July 18, 2016 stretched across the country. The leading African Bank with assets of 359.3 billion Birr as on March 31<sup>th</sup> 2016. It is the first Bank in Ethiopia to introduce ATM service for local users. Currently CBE has more than 12.4 million account holders and the number of Mobile and Internet Banking users also reached more than 600,000 as of March 31<sup>th</sup> 2016. It has strong correspondent relationship with more than 50 renowned foreign Banks like Commerz Bank A.G.; Royal Bank of Canada, City Bank, HSBC Bank. CBE has a SWIFT bilateral arrangement with more than 700 others Banks across the world. CBE combines a wide capital base with more than 25,000 talented and committed employees. Pioneer to introduce Western Union Money Transfer Services in Ethiopia early 1990s and currently working with other 20 money transfer agents like Money Gram, Atlantic International (Bole), Xpress Money. CBE has opened four branches in South Sudan and has been in the business since June 2009. CBE has reliable and long-standing relationships with many internationally acclaimed Banks throughout the world.

## **1.2. Statement of the Problem**

Retention of the best talented and most desirable employees is a key challenge to organization. By considering different factors corporate human resource department should take a deep concern in their employee turnover rate because it incurs different expenses. The cost of employee turnover seriously impact on organizational performance and growth. Employee retention is one of the big challenges to the organizations. In order to attain corporate goals, organizations have to retain their key employees (Meyer, 2003). Employee retention becomes a critical important ingredient in maintaining an effective human resource management in an organization.

In recent days Commercial Bank of Ethiopia has been encounter with turnover problems. Most of the turnover was starting from lower position to managerial positions. Commercial Bank of Ethiopia is doing well in implementation of various human resource practices like human resource planning, job analysis, recruitment and selection, promotion, human resource development, and succession by seniority. But in practical way the attention given to employee retention practice in Commercial Bank of Ethiopia was not satisfactory, because employee turnover increase from year to year based on the five years data shows that in 2011/2012 number of employee turnover was 485, in 2012/2013 became 656, in2013/2014 became 630, in 2014/2015 became 617 and 2015/2016 became 709. By considering these the researcher seeks to find out why employees of the Bank leave their job, and why employees turnover increase year to year. The statement of the problem was on retention practice in Commercial Bank of Ethiopia and it stated in below of basic research questions which may show the direction of the whole study. Kalkidan, Nigist and Haset (2006), conducted a research on assessment of service quality and customers satisfaction in Commercial Bank of Ethiopia: - case study AradaGhiorgies branch. The finding of the study indicated that even if there are adequate human resource the training department has its own weakness. Therefore the company can solve this problem in the following ways. For example the department can give training by discussing with the trainer and also it is important to follow up either the training program achieved it target or not. Connection of one branch with the other branch is one of the backbones to deliver qualified and speed full services to customer. However, most of the time customers raise complain in the breakdown of network. So, the bank should have to give attention to solve this problem. This study was

different from them in that, the assessment of employee retention practice in Commercial Bank of Ethiopia: the case of grade four branches namely Andinet, Africa Avenue, Megenagna and Meskel Square.

### **1.3. Research Questions**

Q1. What are the retention practices that are implemented in the Bank?

Q2. Which factors are contributing for employee's retention practices in CBE?

Q3. To what extent does employee of the Bank satisfied with their working environment, training job security, salary and benefits?

Q4. What is the expectation of employee of the Bank on career development and recognition?

Q5. To what extent the Bank use employee supervision relationship and organizational justice?

### **1.4. Objectives of the study**

The general and specific objectives of this research are discussed as follows:

#### **1.4.1. General objective**

The main objective of this research was the assessment of employee retention practice in Commercial Bank of Ethiopia.

#### **1.4.2. Specific Objectives**

The following are concerned with achieving the specific objective of the study.

- ❖ To explore the various employees retention practices that implemented in CBE.
- ❖ To see factors that are contributing employees retention practices in CBE.
- ❖ To examine the current level of satisfaction on working conditions, training, job security, salary and benefits.

- ❖ To look for perceptions on recognition, career development, and organizational justice in CBE.
- ❖ To identify the relationship between employee's and their immediate supervisor.

### **1.5. Significance of the Study**

Taking the basic problems on retention of employee in CBE, the study was assessing employees' retention practice on employees of CBE.

Importance of this study was providing the possible suggestion for better implementation of CBE. The study has important for CBE to know the general weakness and strength of human resource management in order to maintain the effective methods of retention. It helps the organization in order to identify the problem that why employees of CBE leave the organization and join other private Bank sectors. The study was also providing the key information of the gap between the management and employees for retaining the employees in the working environment of CBE. It helps the Bank to reduce the cost of recruiting and selection of employees. This research was important to know how human resource managers treat their employees by giving different incentives or motivational methods in order to retain key employees.

The study would help to identify benefits of employee's retention and to provide possible recommendation for overall view of employee retention practice in the Bank. This study would be expected to add something to the world of wisdom or practical problems. Researchers would also use the findings of the study as a spring board to further investigate the on the area of employee retention practice of any organizations.

### **1.6. Scope of the Study**

The scope of this study was limited on assessment of employee's retention practices at CBE with eight variables working environment, employee relationship, organizational justice, salary and benefits, job security, career development, recognition and training. In addition to this the researcher believed that it would be appropriate to conduct the study in large scale .However, because of the limited time and other resource constraints the researcher did not doing in large. So, the study has intended to assess employee retention practice at operational level. This

research was delimited to CBE head office and four selected grade four branches under east districts which were found in Addis Ababa and non-clerical staffs of the bank were not including in this study.

### **1.7. Operational Definition of Key Terms**

**Employee retention** refers to the ability of an organization to retain its employees.

**Human Resource-** refers to the department of an organization with responsibility for the recruiting, training and welfare of the staff.

**Job security:** - refers to the assurance of an employee has about the continuity of gainful employment for their work life.

### **1.8 Limitation of the Study**

This study was limited to that the study was conducted on selected grade four city branches of CBE and focus on clerical staffs of the bank. Also this study was conducted with some constraints; some of them were absence of concerned human resource managers, branch managers for interview purpose, and shortage of time for the respondents to fill the questionnaires.

### **1.9 Organization of the Study**

The paper has consisted of five chapters. The first chapter focuses on background of the study, definition of key terms, statement of the problem, research question, objective of the study, significant of the study, scope of the study, limitation of the study and organization of the study. The second chapter consists of review of related literature. The third chapter covers research design and methodology, source of data, data gathering tools, sample size and sample techniques, and methods of data analysis. The fourth chapter consists of data analysis and interpretation. The fifth chapter, which was the closing chapter, would focus on finding, conclusion and recommendation.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

This chapter was based on the introduction given lately and the research problem presented in the introduction and the prior studies that have been done within this construct. This chapter Deals with a review theoretical literature, empirical review, and conceptual framework.

#### **2.1. Theoretical Literature**

Long-term health and success of any organization depends upon the retention of key employees. To a great extent customer satisfaction, organizational performance in terms of increased sales, satisfied colleagues and reporting staff, effective succession planning etc., is dependent upon the ability to retain the best employees in any organization. Encouraging employees to remain in the organization for a long period of time can be termed as employee retention. It is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project (Maertz & Campion 1998).

In this review of literature the theoretical and practical aspects are collected from different sources such as related books to employee retention, research papers, annual report documents and internet services. Employees in Ethiopian financial institutions switch working places primarily in search of better pays and benefit packages. This was aggravated as Banks, particularly public-owned ones, didn't put in place effective staff retention strategies. However, several of these Banks have recently started to offer attractive salary and benefit packages. The move is helping the Banks to stay competitive.

The high increase of salaries and benefit packages was, however, becoming a critical challenge for new entrants. These Banks have two options: offering higher, often exaggerated salaries and benefits to the few skilled professionals in the industry or devote resources to train fresh graduates.



Although both options have merits and demerits, human resource experts' advice a right mix of strategies. Some organizations are better than others, when it comes to attracting and retaining the best talent. If there is a secret behind that success, it starts with looking beyond salary. This is what exactly Banks whether state owned or private are trying to do in Ethiopia to retain experienced and best minds. The move is crucial as the financial sector suffers from limited skilled human capital.

Senior managers of the biggest state owned Bank, CBE echoed the benefits of staff retaining when convening at Mekelle, the seat of Tigray Region in April this year, to evaluate their Bank's nine month performance of the current fiscal year. During the meeting, Bekalu Zeleke, president of the Bank reported a successful year measured in every major performance index. The dedication and commitments of close to 18,000 employees of the Bank, of which 3,442 joined just in the last nine months, were cited by the senior managers as the driving force for the tremendous achievement. "None of these achievements were possible without the commitment and dedication of the Bank's staff," Ephrem Mekuria, communications manager at CBE told.

The outcome of the Bank's comprehensive human resource development strategy developed in collaboration with Frankfurt School of Finance and Management to capacitate CBE's human resource in line with its vision and corporate strategy indeed shows that there is a direct link between engaged and productive employees and an improved achievements.

### **2.1.1. Definition of Employee Retention**

Retention refers to an organization's ability to keep the employees it has already hired and the ability of an organization to reduce the turnover of its organization. It is a process in which the employees are encouraged to be with the organization for the maximum period of time. Employee retention is beneficial for both the organization and employee. It refers to the various policies and practices which let the employees stick to an organization for a longer period of time. For retaining the most important asset, best human resource management practices need to be used. Studies have indicated that retention driven by several key factors, which ought to be managed congruently: organizational culture, strategy, pay and benefits philosophy, and career development systems (Fitzenz, 1990).

Employee retention is defined by Akila (2012) as a course of action in which the employees are expectant to be part of institution for the maximum period of time or until the accomplishment of job. Retention of employees is valuable equally for employees as well as for organization. When employees feel dissatisfied they will switch over to the better opportunity. Therefore task of employer is to retain valuable and talented employees otherwise they will be left with no good employee. Nazia and Begum (2013), defines employee retention as a business effort to retain its current staff by sustaining a supportive working environment. The purpose of various employee retention policies is to enhance the job satisfaction which adds to retention rate and trim down the considerable expenses associated with employing and guiding fresh personnel.

“A distinction should be drawn between low-performing employees and top performers, and efforts to retain employees should be targeted at valuable, contributing employees. Employee turnover is a symptom of deeper issues that have not been resolved, which may include low employee morale, absence of a clear career path, lack of recognition, poor employee-manager relationships or many other issues. A lack of satisfaction and commitment to the organization can also cause an employee to withdraw and begin looking for other opportunities. Pay does not always play as large a role in inducing turnover as is typically believed. “In a business setting, the goal of employers is usually to decrease employee turnover, thereby decreasing training costs, recruitment costs and loss of talent and organizational knowledge. By implementing lessons learned from key organizational behavior concepts, employers can improve retention rates and decrease the associated costs of high turnover. However, this isn't always the case. Employers can seek "positive turnover" whereby they aim to maintain only those employees whom they consider to be high performers.”

### **2.1.2. Employee Retention Strategies**

For an organization to do well and earn profits it is essential that the high potential employees stick to it for a longer duration and contribute effectively. The employees who spend a considerable amount of time tend to be loyal and committed towards the management and always decide in favor of the organization. When we meet someone, there is hardly any attachment in the beginning, but as the friendship matures, a sense of loyalty and trust develops.

Employee retention should be on every company's radar. Creating effective employee retention strategies can go far toward helping the business meet its goals.

Satisfying the human resource is one of the toughest tasks which majority of the organization faces today. Beside there are so many opportunities available for the skilled as well as difficult for the employers to satisfy and retain them. There is no single strategy or retention plan which may satisfy each and every employee in an organization. As human beings have different personalities as such they have different demands and expectations from the organization (Arnold et, al.1982).

### **2.1.3. How and why to develop employee retention strategies**

Succeeding with this effort requires businesses to think about things from employees' point of view. Of course, employees want to know they are being treated fairly and receiving the highest compensation possible. They also want to see that they are appreciated by their employers.

Small businesses can cultivate a positive workplace by developing engaging new hire orientation programs. Businesses can work on creating above-average compensation and benefits packages. Strategies need to be in place to ensure successful communication and to build teamwork among employees. Businesses that work toward these goals will likely experience higher employee retention rates than those that do not.

### **2.1.4. Role of Motivation in Employee Retention**

Employee retention involves various steps taken to retain an employee who wishes to move on. An employee must find his job challenging and as per his interest to excel at work and stay with the organization for a longer period of time. The management plays an important role in retaining the talented employees who are familiar with the working conditions of the organization and thus perform better than the employees who just come and go.

### **2.1.5. Role of Team Leaders and Supervisors in Employee Retention**

Employee retention includes various steps taken to satisfy the employees so that they stay with the organization for a longer duration. Strong measures must be taken to retain the high potential

employees who have spent a good amount of time in the organization and know it in and out. It is essential to retain the talented employees who are loyal towards the organization and can contribute effectively.

### **2.1.6. Challenges in Employee Retention**

In the current scenario, a major challenge for an organization is to retain its valuable and talented employees. The management can control the problem of employees quitting the organization within no time to a great extent but can't put a complete full stop to it. There are several challenges to it.

- **Monetary dissatisfaction is one of the major reasons for an employee to look for a change.** Every organization has a salary budget for every employee who can be raised to some extent but not beyond a certain limit. Retention becomes a problem when an employee quotes an exceptionally high figure beyond the budget of the organization and is just not willing to compromise.
- **Some individuals have a tendency to get bored in a short span of time.** They might find a job really interesting in the beginning but soon find it monotonous and look for a change. The management finds it difficult to convince the employees in such cases.
- **Unrealistic expectations from the job also lead to employees looking for a change.** There is actually no solution to unrealistic expectations. An individual must be mature enough to understand that one can't get all the comforts at the workplace just like his home. Individuals from different backgrounds come together in an organization and minor misunderstandings might arise but one should not make an issue out of it.

An individual must not look for a change due to small issues. One needs time to make his presence feel at the organization and must try his level best to stick to it for a good amount of time and ignore petty issues.

## **2.2. Empirical Review**

Human resources are the life-blood of any organization. Even though most of the organizations are currently, found to be technology driven, yet human resources are required to run the technology. Human resource is a pervasive and dynamic resource of any organization. With all round development in each and every area of the economy, there is stiff competition in the market. With this development and competition, there are lots and lots of avenues and opportunities available in the hands of the human resources. The biggest challenge that organizations are facing today is not only managing these resources but also retaining them. Securing and retaining skilled employees plays an important role for any organization, because employees' knowledge and skills are central to companies' ability to be economically competitive (Journal of business management September, 2009). Besides, continuously satisfying the employees is another challenge that the employers are facing today. Keeping into account the importance and sensitivity of the issue of retention to any organization, the present study tries to review the various available literature and research work on employee retention and the factors affecting employee retention and job satisfaction among the employees. (IOSR Journal of Business and Management).

Employee turnover occurs when employees leave their jobs and must be replaced. Replacing exiting employees is costly to organizations and destructive to service delivery. It is therefore imperative for management to reduce, to the minimum, the frequency at which employees, particularly those that are crucial to its operations leave. Retention is a voluntary move by an organization to create an environment which engages employees for long term (Chaminade, 2007). The main purpose of retention is to prevent the loss of competent employees from the organization as this could have adverse effect on productivity and service delivery. However, retention of high performing employees has become more challenging for managers as this category of employees frequently move from one job to another as they are being attracted by more than one organization at a time.

Empirical studies such as Stovel and Bontis (2002) have shown that employees, on average switch employers every six years. This situation demands that management should identify the reason/s for this frequent change of employment by employees. Once this reason/s has been

identified, management can then devise retention strategies that will help in keeping essential employees for a rather longer tenure.

While functional turnover (that is, bad performers leave, good performers stay) can help reduce suboptimal organizational performance (Stovel and Bontis, 2002), high turnover can be detrimental to the organization's productivity. This can result in the loss of business patronage and relationships, and can even jeopardize the realization of organizational goals. On the other hand, Abassi and Hollman (2000) argue that dysfunctional turnover (that is, good performers leave, bad performers stay) damages the organization through decreased innovation, delayed services, improper implementation of new programmed and degenerated productivity. Such activities can radically affect the ability of organizations to prosper in today's competitive economy, leaving even the most ambitious organizations unable to succeed due to their inability to retain the right employees (Stovel and Bontis, 2002).

Existing literature (Abassi and Hollman, 2000; Hewitts Associates, 2006; Sherman et al. 2006) highlight reasons for employee turnover in the organizations: hiring practices; managerial style; lack of recognition; lack of competitive compensation system; toxic workplace environments. Others include lack of interesting work; lack of job security; lack of promotion and inadequate training and development opportunities, amongst others. These are intrinsic and extrinsic motivational factors which can assist managers to influence employee retention in their organizations. The problem, however, is that managers have failed in identifying and properly using these variables as retention strategies thereby resulting in the prevailing high turnover rate in the organizations. Turnover is not only destructive to organizations, it is also costly. Every time an employee quits, a replacement must be recruited, selected, trained and permitted time on the job to gain experience. Apart from the costs that are directly associated with recruiting and training a new employee, other indirect costs exist. Bliss (2007) and Sutherland (2004) contend that organizations lost productivity, social capital and suffer customer defection when a productive employee quits. Knowledge, skills and contacts that a departing employee takes out of the organization constitutes a huge loss. These attributes are, in most cases, lost to a competitor organization that may use this to gain competitive advantage. Ramlall (2003) estimates the cost of employee turnover as 150% of an individual employee's annual salary. This

cost can be substantial especially when high profile employees or high number of employees is involved (Journal of Business Management, September, 2009).

### **2.2.1. Job Rotation**

Job rotation is the structured interchange of workers between different jobs, requiring workers to rotate between different workstations or jobs at certain time intervals. Job rotation increases the variety of tasks required as the worker takes on more duties, enlarging the physical demands and adding variety to the job. The objective is to provide a consistent and systematic method of developing formal job rotations that are based on the requirements of the jobs being rotated.

It's important to remember that job rotation alone does not change the risk factors present in the workplace, it only distributes the risk factors more evenly across a larger group of people. While the risk for some individuals will be reduced, the risk for other employees may be increased due to the new exposure to different and sometimes higher-risk job demands. Job rotation alone produces no net change in risk factors present. We should emphasize to our clients that while job rotation is an effective control measure for jobs that have been identified as "problem" or "high-risk" jobs, it is not desirable that risk factors are "hidden" by administrative controls. Obviously, ergonomic problems should be addressed and fixed whenever possible. With the above "caution" being stated, it's equally important to recognize the many great benefits to implementing job rotation in the workplace. ([www.ergo-plus.com](http://www.ergo-plus.com) A Step-by-Step Guide to Job Rotation).

### **2.2.2. Working Environment**

Organizations which have generous human resource policies have a very good chance to satisfy and retain employees by providing them by appropriate level of privacy and sound control on work environment which enhance the motivation level to commit with the organization for the long term. Employees expect a work environment where they can utilize their abilities and satisfy their basic needs, work environment is one of the factors that affect employees' decision to stay the organization (Wells &Thelen, 2002).

### **2.2.3. Employee Relationship**

According to Eisenberger et al (1990) employees view regarding organization is strongly concerned to their relationship with supervisors. If supervisors support open communication and have good relationship with employees, the employees' turnover intention are likely less and more engaged with organization. Leaders interact as bond to perform application between expectation and stated goals. By harmonizing the rivaling demands supervisors support and manage the inside and outside environment. If the relationship among workers and supervisors is exceeding the worker will never seek to any other new emplacement opportunity but stay in the organization and the vice versa (Ontario 2004).

Employees who are valued and they feel esteemed will take active part in the organization goals, show productive behavior, workplace, and increase job involvements, which decrease absenteeism and turnover intention rat. The effective leadership style can be revealed by formal or informal acknowledgment. In organization employees respond to admire, support, and encouragement, no matter the environment is profession or personal (Silbert, 2005).

### **2.2.4. Rewards**

The term 'reward' is something that the organization gives to the employees in response of their contributions and performance and also something which is desired by the employees (Agarwal, 1998). A reward can be extrinsic or intrinsic it can be a cash reward such as bounces or it can be recognition such as naming a worker employee of the month, and at other times a reward refers to a tangible incentive, reward is the thing that an organization gives to the employee in response of their contribution or performance so that the employees become motivated for future positive behavior. In a corporate environment rewards can take several forms. It includes, cash bonuses, recognition awards, free merchandise and free trips. It is very important that the rewards have a lasting impression on the employee and it will continue to substantiate the employee's perception that they are valued (Silbert, 2005).

Rewards are very important for job satisfaction because it fulfills the basic needs as well as helps to attain the higher level of goals. Earnings is the way by which worker get to know that how much they are gaining by dedicating their time, effort and skills in a job (Bokemeier& Lacy,



1986). Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires as well as provide the means of being social by employee's status and position of power in the organization. Many researchers demonstrate that there is a great deal of inter-individual difference in understanding the significance of financial rewards for employee retention (Pfeffer, 1998; Woodruffe, 1999). An organization's reward system can affect the performance of the employee and their desire to remain employed (Bamberger & Meshoulam, 2000, MacDuffie, 1995).

### **2.2.5. Career Development**

Career development is a system which is organized, formalized and it's a planned effort of achieving a balance between the individual career needs and the organization's workforce requirements (Leibowitz et al, 1986). The rapidly growing awareness makes it obvious that people can give the firm its leading edge in the market place. The new challenge for the HR professionals is to identify the developmental strategies which can inspire the commitment of employees to the firm's mission and values so that the employees become motivated and help the firm to gain and maintain a competitive advantage (Graddick, 1988).

A company that wants to strengthen its bond with its employees must invest in the development of their employees (Hall & Moss, 1998; Hsu, Jiang, Klein & Tang, 2003; Steel et al., 2002; Woodruffe, 1999). It entails in creating opportunities for promotion within the company and also providing opportunities for training and skill development that let employees to improve their employability on the internal and/or external labor market (Butler & Waldrop, 2001). Growth opportunities which were offered by the employers are reduced due to turnover intentions of employees because the lack of training and promotional opportunities was the main cause for high-performers to leave the company (Allen, Shore & Griffeth, 2003; Steel et al., 2002).

Career development is important for both the organization and individual (Hall, 2002). It's a mutual benefit process because career development provides the important outcomes for both parties (Hall, 1996; Kyriakidou and Ozbilgin, 2004). Organizations need talented employees for maintaining the sustainable competitive advantage and individuals require career opportunities to develop and grow their competencies (Prince, 2005).

### 2.2.6. Recognition

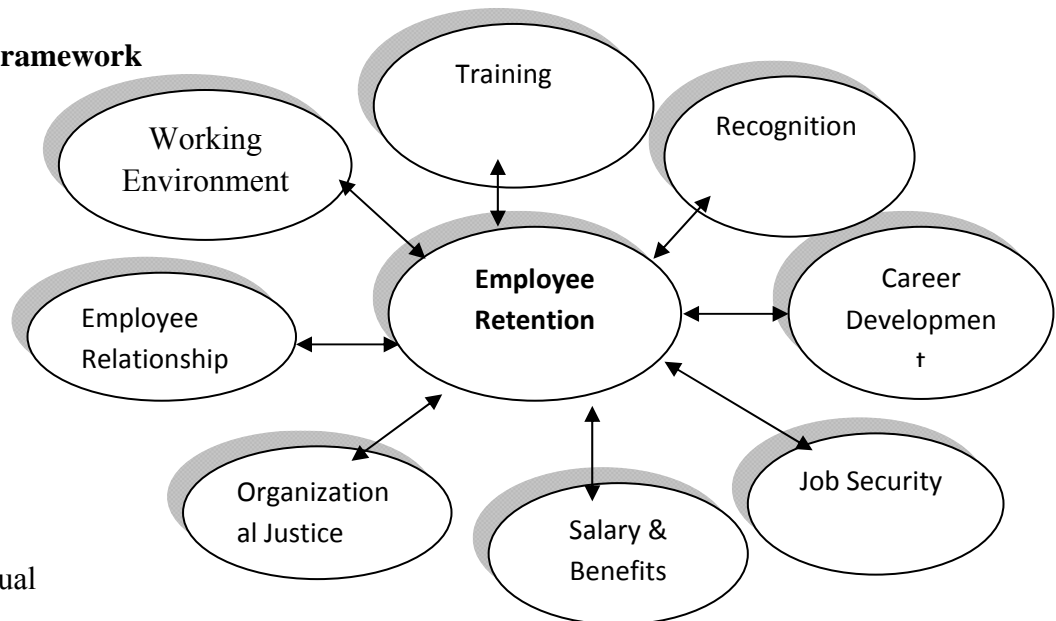
According to Danish (2010), recognition is considered the most important factor among non-financial compensation in order to increase job satisfaction level of employees.

Recognition is the component that is used to strengthen the relationship between organization and people. Through the recognition employee feel rewarded and motivated. Employees become more loyal to their organization if organization recognizes their work. Recognition is acknowledgement for a job well done or it is non-financial reward that increases job satisfaction (Armstrong, 2004).

### 2.2.7. Job Security

Employment futures like life time employment and seniority system, job security leads to high commitment, job satisfaction as well as retention of employees in an organization (Abegglen, 1958). Researchers such as (Ashforde et al, 1989) conducted studies on job security and job satisfaction and found that job dissatisfaction is the outcome of job insecurity and found that job performance and organizational commitment are negatively correlated with job insecurity.

### 2.3. Conceptual Framework



**Figure 1** Conceptual Framework  
Source: Own Survey, 2017

## **CHAPTER THREE**

### **3. RESEARCH DESIGN AND METHODOLOGY**

This chapter presents details of the research design and methodology. This includes the research design, population of the study, sample size and sampling technique, data source and collection method, procedure of data collection, questionnaire and reliability test, and method of data analysis.

#### **3.1. Research Design and Approaches**

A research design is the program that guides the researchers in process of collecting, analyzing and interpreting the data. Descriptive study design using quantitative and qualitative method was used to analyze for data collected from employees of the Bank. The reason was to ensure effectiveness of the research process as the findings of the qualitative data enhance the findings of quantitative one and the vice versa. The reason behind using descriptive study design was because the researcher was interested in describing the existing situation under the study. This study used descriptive analysis that describes the employee retention practice that leads to employee's satisfaction.

#### **3.2. Population, Sample Size and Sampling Techniques**

##### **3.2.1. Research Population**

The study population is the employees of Commercial Bank of Ethiopia working in four selected grade four branches of Addis Ababa.

##### **3.2.2. Sample Size**

As it is described in Table 3.1 below, the total population of the study is 408 employees and the sample size is equal to 202 employees.

### 3.2.3. Sampling Techniques

In the process of carrying out this research, purposive and convenience sampling was used and questionnaires were distributed to two hundred ten selected employees from four selected grade four branches of Commercial Bank of Ethiopia located in Addis Ababa. CBE reached above 1,135 branches the study concentrated on Addis Ababa area branches. The branches also segregated in different grades based on their human resource capacity, number of customers, transaction volume and basically based on their service package. From the different grades, grade four branches are the one with a higher customer volume and full service delivery. The study select these grade four branches since it's believed that they had a full Banking service with higher pull of human resource. In Addis Ababa, there were four districts and 23 grades four branches are there. The researcher selected by using purposively sampling method East Addis district and head office by purposively sampling four grade branches selected (Andinet, Africa Avenue, Megenagna and Meskel Square, from east Addis district ) the reason for to select those four branches were to get the relevant convenience data for the research, those four branch nearest to the researcher.

After the samples of branches have been determined, the researcher used the following sample size determination formula to determine the sample size of the population in four branches and head office. The formula was developed by Taro Yamane (1967). It is calculated as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where **n**-is the sample size,

**N**-is the population size, and

**e** -is the level of precision or sampling error = (0.05)

A 95% confidence level was assumed for this formula to determine sample size

$$N=56+60+57+35+200=408 \quad n = \frac{408}{1 + 408(0.05)^2} = 202$$

Hence, the total sample size was 202. Since the number of people in each branch was not the same, the number of samples for each branch would be calculated by the following formula:

$$n_1 = \frac{nN_1}{N}$$

Where n= total number of samples

N= total number of population

N<sub>1</sub>= total number of population in each branch

n<sub>1</sub>= number of samples in each branch

The study was conducted on head office and four branches of commercial Bank of Ethiopia the total population of the study is 408.

**Table 3.1: Number of Employees and Proportion of Samples Taken From Each Branch**

Name of Grad four branches in East AA District	Total number of Population	Total no of sample	Sampling Ratio
Andinet Branch	56	28	14%
Africa Avenue Branch	60	30	15%
Megenagna Branch	57	28	14%
Meskel Square Branch	35	17	8%
Head office	200	99	49%
<b>Total</b>	<b>408</b>	<b>202</b>	<b>100%</b>

**Source:** Own information summarized from collected data, 2017

After each branch sample size was determined, the researcher used convenience sampling method to select the target employees. The rationale behind using convenience random sampling technique was because which involves the sample being drawn from that part of the population which was close to hand. That was, readily available and convenient of being selected. For primary data collection, from the total number of population (408) the numbers of samples were 202.

### **3.3. Source of Data**

#### **A. Primary Data**

According to Kothari (2004), primary data are fresh data that are gathered for the first time and thus happened to be original in character. Primary data of the study was information collected from employees of the Bank.

Questionnaires that have closed ended question were prepared and deliver to employees. According to Walonick, (1993), the Questionnaire is one of the most popular methods of collecting data conduction in scholarly research. It provides convenient way of gathering information from a total target population. As a result, questionnaire will be used to gather information through quantitative and qualitative data. An interview was prepared for branch managers and human resource management at head office in order to gather the primary data. Slinger and Shohamy (1989) the use of interview permits in depth information, free response, and flexibility that cannot be obtained by other procedures.

#### **B. Secondary data**

The secondary data was collected from different sources such as, websites, books, annual reports, different relevant journals, periodicals released by the Bank and articles.

### **3.4. Data Gathering Instrument**

The main tool/ instrument of the study were a questionnaire. Data collection method that was used in this research was questionnaire (close-ended) and interview questions were developed for the concerned human resource management department at head office and branch managers. The

variables were measured using Likert scale with five response categories (strongly disagree, disagree, neutral, agree and strongly agree). “The Likert scale method will preferred to make questions interesting to respondents and there by enhance their cooperation, ultimately to ensure maximum response rate” (Robson Colin, 2002).

### 3.5. Procedure of Data Collection

The researcher sought permission from commercial Bank of Ethiopia, permission for the survey was granted by director human resource management (HRMD). After permission was granted, the questionnaires were being distributed to the respondents.

### 3.6. Reliability Test

Reliability is defined as be fundamentally concerned with issues of consistency of measures. (Bryman and Bell, 2003). According to Hair, et al., (2006), if  $\alpha$  is greater than 0.7, it means that it has high reliability and if  $\alpha$  is smaller than 0.3, then it implies that there is low reliability. Cronbach alpha will be employed to evaluate the reliability scale of construct and dimension of each construct. As shown below the total reliability scale for the study is above 7.0 this means that it has high reliability.

**Table 3.2: Reliability Test**

Crobnach’s Alpha	Number of Items
0.951	50

Source: SPSS reliability Result Output

### **3.7. Method of data analysis**

The collected data were entered into SPSS version 20.0 and analyzed by using descriptive statistics. In this study, descriptive analysis was chosen because of its simplicity and clarity to draw inferences. Mean, standard deviation, percentages, frequency and tables were used for the analysis of the collected data and triangulated with an interview.

### **3.8. Ethical Considerations**

Ethical issues confront every researcher who embarks on a study involving humans as subjects. Pratt (2006) stated that, the main ethical debates in qualitative research revolve around the tensions between covert and overt research, and between the public's right to know and the subject's right to privacy. The most important ethical agreement that prevail in social research includes harm to participants, confidentiality and deception. These concerns were dealt with in the course of data collection. This study has fully considered the ethical matters of the organization.



## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

This chapter presented a discussion of the final results and the process through which the results were obtained. In addition to this, background information of respondents was presented. Finally, the statistical methods of analysis were discussed, which included a descriptive analysis, through SPSS version 20 and triangulated with an interview.

### 4.1. Background Information of Respondents

The back ground information of respondents includes gender, age, and level of education, current position and experience/service year. The table below shows the details of background information of the respondents.

**Table 4.1: Background of Respondents**

<b>Characteristics</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Gender</b>		
Male	99	49%
Female	103	51%
Total	202	100.0%
<b>Age</b>		
21-30 years	127	62.9%
31-40 years	61	30.2%
41-50 years	14	6.9%
Total	202	100.0%
<b>Educational level</b>		
College diploma	22	10.9%
Bachelor degree	169	83.7%
Master's degree	11	5.4%
Total	202	100%

<b>Characteristics</b>	<b>Frequency</b>	<b>Percentage (%)</b>
<b>Current position</b>		
CSO	125	61.9%
SCSO	40	19.8%
SENIOR CONTROLLER	7	3.5%
CRO	13	6.4%
CSM	17	8.4%
TOTAL	202	100.0%
<b>Experience</b>		
1-5 years	105	52.0%
6-10 years	79	39.1%
11-20 years	11	5.4%
21-30 years	7	3.5%
Total	202	100.0%

Source: Own Survey Questionnaires, 2017

The sample contains 202 respondents and Table 4.1 presents the background information of the respondents for this study. The survey showed that there were more females as compared to males. Male respondents represented 99 (49%); on the other hand 103 (51%) were females.

As far as age of respondents is concerned, 127 (62.9%) of the respondents are in the range of 21-30 years, 61 (30.2%) of the respondents are in the range of 31-40 years, 14 (6.9%) are in the range of 41-50 years.

With regard to educational level of respondents, College Diploma holders represented 22 (10.9%), degree holders represented 169 (83.7%) and Masters holders represented 11 (5.4%). It can be said from the survey that, most of employees of the Bank were degree holders and the lowest respondents were Masters.

Regarding the current position of the respondent who was filled by a questionnaire, 125 (61.9%) of the respondents were customer service officers (CSO). As we know that in Commercial Bank of Ethiopia, most of the banking operation is performed by customer service officers. When we see senior customer service officer (SCSO) 40 (19.8%), senior branch controllers take 7 (3.5%)

out of the total respondent, customer relationship officer (CRO) 13(6.4%) and 17(8.4%) of the respondents were customer service managers (SCM).

The study also tried to find out years of services of the participants. As shown in the above table 4.1 more than 105(52.0%) of the respondents had served from 1-5 years in their current organization, 79(39.1%) of the respondents were served from 6-10 years, 11(5.4%) of the respondent served from 11-20 years and finally the remaining 7(3.5%) of the respondents served from 21-30 years of service.

Generally age is one of important demographic variable that influences the physical and mental abilities of individuals at work. Most of the employees are younger therefore it is a productive age group to do their job in fresh mind. When we see educational level of the respondents large number of respondents are degree holders so it is important that there were a killed employees in the bank. On the basis of current position of the employees, most of the respondents are customer service officers so most of the bank operation is done by these employees.

#### **4.2. Descriptive Statistics Analysis**

The study targeted a sample size of two hundred two. Out of two hundred ten questionnaires two hundred two of them were collected with a response rate of 96%. However, in order to get higher response rate the researcher distributed two hundred ten questionnaires. Only two hundred two responses were valid with complete answers. Finally, the statistical methods of analysis were discussed, which included a descriptive analysis, through SPSS version 20.

Descriptive statistics was used to analyze the quantitative data. The data were analyzed and the output interpreted in terms of frequencies, mean, standard deviation, percentage, and table by using likert scale 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree ,mean values to show the degree of agreement or disagreement respondents represented their opinion to each questionnaire items.

The main objective of interviewing the human resource management at head office and branch managers were because they were to close employees of the Bank directly and the retention strategy, which have been practicing at commercial Bank of Ethiopia. In order to achieve the objective of the study six managers were interviewed who are working in head office and

branches. All of the respondents contacted had first degree. Moreover more than 66.7% of the managers who were interviewed had been working in CBE for more than 10 years, and the remaining 33.3% had been working for less than 10 years.

Human resource management at head office agreed that in commercial Bank of Ethiopia there was retention practice that helps to retain employees of the Bank. They mention some of the retention strategies are salary, housing allowance, fuel allowance and medical coverage. But when we see what the branch managers answered that in commercial Bank of Ethiopia they didn't see a written employee retention strategy in the Bank.

**Table 4.2: Respondents view on Working Environment**

Item	STRONGLY DISAGREE		DISAGREE		NEUTRAL		AGREE		STRONGLY AGREE		TOTAL		MEAN
	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	
1) There is an environment of openness and trust in the Bank.	18	8.9	63	31.2	5	2.5	116	57.4	-	-	202	100	3.8
2) I feel like I am part of a team in sharing values.	26	12.9	60	29.7	11	5.4	103	51	2	1	202	100	2.98
3) I feel challenged and given assignments that inspire my abilities.	33	16.3	71	35.1	4	2	94	46.5	-	-	202	100	2.79
4) There is teamwork and collaboration exists in CBE.	24	11.9	51	25.2	9	4.5	117	57.9	1	0.5	202	100	3.10
5) I feel in control of my work and capable of competently carrying out my daily task.	26	12.9	48	23.8	2	1	124	61.4	2	1	202	100	3.14
6) I believe in and take pride in my work and work place.	32	15.8	79	39.1	4	2	85	42.1	2	1	202	100	2.73
Mean of Working Condition													3.09

Source: Own Survey Questionnaires, 2017

Based on the above table 4.2 item 1 indicates 18(8.9%) of the respondent strongly disagree, 63(31.2%) disagree, 5(2.5%) neutral, and 116(57.4%) agree. So this implied that the majority of the respondents were agreed that there was an environment of openness and trust in the Bank.

Regarding item 2 describes that 26(12.9%) strongly disagree, 60(29.7%) disagree, 11(5.4) neutral, 103(51.0%) agree, and 2(1.0%) strongly agree that there is a part of team in sharing values. Based on the data most of the respondents agreed in the above item 2 statement.

Regarding to the challenges and given assignment that inspire employees abilities of the respondent represent that 33(16.3%) strongly disagree, 71(35.1%) disagree, 4(2.0%) neutral and 94(46.5%) agree. Based on this, we can say that most of the respondents agreed on the above item 3 statements.

As indicated in item 4, the respondents replied that 24(11.9%) strongly disagree, 51(25.2%) disagree, 9(4.5%) neutral, 117(57.9%) agree and 1(.5%) strongly agree. So majority of the respondent agreed that there was a team work and collaboration exists in the organization.

Based on the above table item 5, 26(12.9%) of the respondent strongly disagree, 48(23.8%) disagree, 2(1.0%) neutral, 124(61.4%) agree and 2(1.0%) strongly agree. So this shows that the majority of the respondents are agreed that they are capable of competently carrying out their daily tasks.

Regarding to item 6, shown in the above table 32(15.8%) strongly disagree, 79(39.1%) disagree, 4(2.0%) neutral, 85(42.1%) agree and 2(1.0%) strongly agree. This indicated that most of the respondent agreed that there was believe in and take pride of their work and work place.

Generally, based on the above analysis, the researcher concluded that the majority of employees of the Bank were agreed that the working environment of the organization was comfortable but some of them are not agreed that there was no good working condition in the Bank.

**Table 4.3: Employees Relationship with Their Immediate Supervisor**

Item	STRONGLY DISAGREE		DISAGREE		NEUTRAL		AGREE		STRONGLY AGREE		TOTAL		MEAN
	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	
1) There is a good trust between employees and supervisors in the Bank.	36	17.8	4	2	85	42.1	116	57.4	-	-	202	100	2.68
2) I am encouraged to give honest feed back to my supervisor.	35	17.3	88	43.6	8	4	69	34.2	2	1	202	100	2.58
3) There is an efficient communication between co-workers and supervisors.	40	19.8	74	3.6	2	1	85	42.1	1	0.5	202	100	2.67
4) I am free to share my idea and thought with my co-workers and supervisor.	35	17.3	80	39.6	5	2.5	80	39.6	2	1	202	100	2.67
5) I feel accepted and treated with courtesy by my supervisor.	32	15.8	78	38.6	-	-	92	45.5	-	-	202	100	2.75
6) I feel accepted and valued by my colleagues.	31	15.3	80	39.6	2	1	87	43.1	2	1	202	100	2.75
Mean of Employee Relationship													2.68

Source: Own Survey Questionnaires, 2017

In the above table, 4.3 regarding to employees of the Bank have a good trust between employees and supervisor, 36(17.8%) of the respondents are strongly disagree, 77(38.1%) of the respondents are disagree, 4(2.0%) of the respondents are neutral, and 85(42.1%) of the respondents are agree. So, the Bank should keep the existing situation.

Generally speaking, the result of the survey implied that respondents of employees of CBE are agreed that there is a good relationship in the Bank.

Regarding to the above table 4.3 item 2, 35(17.3%) of the respondents are strongly disagree, 88(43.6%) of the respondents are disagree, 8(4.0%) of the respondents are neutral, 69(34.2%) of the respondents are agree and 2(1.0%) are strongly agree. Therefore the Bank should be maintaining the existing situation and if possible it is better to further improve in order to encourage giving bonus feedback to their employees.

Based on, the result of the survey implied that respondents of CBE are disagreed that there is no encouragement in the Bank.

Regarding to item 3, 40(19.8%) are strongly disagree, 74(3.6%) are disagree, 2(1.0%) neutral, 85(42.1%) are agree and 1(.05%) strongly agree. So this showed that the majority of the respondents were agreed that there was an efficient communication between co-workers and supervisor of the Bank.

Based on the above table 4.3, item 4, 35(17.3%) are strongly disagree, 80(39.6%) are disagree, 5(2.5%) are neutral, 80(39.6%) are agree and 2(1.0%) strongly agree.

Based on the analysis, the majority of the respondents were agreed and they also disagreed that there was free thought with co-workers and supervisor of the Bank and also there was no free thought with co-workers and supervisor of the Bank.

As shown in the above table, 4.3, employee of the Bank feel accepted and treated with courtesy by their supervisor, 32(15.8%) are strongly disagree, 78(38.6%) disagree, and 92(45.5%) of the respondents are agree. Regarding to these employees of the Bank is comfortable by the above situation so the Bank should keep it up the current situation in order to make stay employees of the organization.



Regarding to item6, 31(15.3%) are strongly disagree, 80(39.6%) are disagree, 2(1.0%) neutral, 87(43.1%) are agree and2 (1.0%) strongly agree. So this shows that the majority of the respondents are agreed that they feel accepted and valued by their colleagues.

**Table 4.4: Attitudes towards Recognition**

Item	STRONGLY DISAGREE		DISAGREE		NEUTRAL		AGREE		STRONGLY AGREE		TOTAL		MEAN
	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	
1) There is a practice that hard work is appropriately rewarded & recognized by the Bank.	70	34.7	111	55	-	-	21	10.4	-	-	202	100	1.86
2) Creativity is expected from me and I am encouraged to take the initiative	71	35.1	113	55.9	3	1.5	15	7.4	-	-	202	100	1.81
3) My efforts are recognized and acknowledged in tangible way.	75	37.1	111	55	-	-	16	7.9	-	-	202	100	1.79
4) I receive constructive feedback in a way that emphasize in a positive way.	76	37.6	105	52	-	-	21	10.4	-	-	202	100	1.83
5) I am satisfied with my supervisor style of leadership.	66	32.7	106	52.5	4	2	26	12.9	-	-	202	100	1.95
Mean of Recognition													1.84

Source: Own Survey Questionnaires, 2017

As table 4.4 item 1, shows that 70(34.7%) of the respondent are strongly disagree, 111(55.0%) are disagree, and 21(10.4%) are agree. This shows that most of the respondents disagree that there was no practice that hard work is appropriately rewarded and recognized by the Bank.

The survey result in table 4.4, item 2, 71(37.1%) are strongly disagree, 113(55.9%) are disagree, 3(1.5%) are neutral and 15(7.4%) are agree.

From this, we can say that most of the respondent disagree about there was no creativity from them and also there was no encouragement to take initiative.

As shown in the above table4.4 item3, 75(37.1 %) strongly disagree, 111(55.0%) disagree and 16(7.9%) agree.

Based on the above result, the majority of the respondent disagreed that their effort were not recognized and acknowledged in a tangible way.

As far as considering receiving constructive feedback in a way that emphasize in a positive way, 76(37.6%) strongly disagree, 105(52.0%) disagree and 21(10.4%) agree. From the above table we can say that almost more than half of the respondents disagree that they didn't receive positive feedback.

The survey result in table 4.4, item5, indicates that 66(32.7%) strongly disagree, 106(52.5%) disagree, 4(2.0%) neutral and 26(12.9%) agree. These indicate that most of the respondents are disagree that they are not satisfied with their supervisor style of leadership.

Generally based on the survey results, the researcher concluded that there was no a trend that recognition in the Bank, so the company should improve the recognition method in order to encourage their employees of the Bank.

**Table 4.5: Respondents view on Working Training**

Item	STRONGLY DISAGREE		DISAGREE		NEUTRAL		AGREE		STRONGLY AGREE		TOTAL		MEAN
	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	
1) I have got adequate training to do my job in a better way.	18	8.9	57	28.2	-	-	125	61.9	-	-	202	100	3.18
2) The Bank gives training for their employee in order to close gap of the job related issues.	20	9.9	74	36.6	4	2	102	50.5	2	1	202	100	2.96
3) CBE has provided me with training opportunities enabling me to extend my range of skills and abilities.	27	13.4	73	36.1	-	-	100	49.5	2	1	202	100	2.89
4) When there is a new product available in the Bank they give on time training for the employee.	35	17.3	88	43.6	3	1.5	75	37.1	1	0.5	202	100	2.60
5) CBE gives enough training program to its employees.	27	13.4	80	39.6	11	5.4	82	40.6	2	1	202	100	2.76
Mean of Training													2.9

Source: Own Survey Questionnaires, 2017

As indicated in table 4.5, item1, 18(8.9%) strongly disagree, 57(28.2%) strongly agree, and 125(61.9%) agree. So the above result showed that most of the respondents agreed that they have got adequate training to do their job in their current position.

The survey result in table 4.5, item2, indicates that 20(9.9%) strongly disagree, 74(36.6%) disagree, 4(2.0%) neutral, 102(50.5%) agree and 2 (1.0%) strongly agree. These indicate that most of the respondents were agreed that the Bank gave training for their employees.

As shown in the above table4.5 item3, 27(13.4 %) strongly disagree, 73(36.1%) disagree, 100(49.5%) agree and 2(1.0%) strongly agree.

Based on the above result, the majority of the respondents agreed that CBE has provided training opportunity enabling to extend the range of skills and abilities.

As shown in the above table4.5 item4, 35(17.3 %) strongly disagree, 88(43.6%) disagree, 3(1.5%) neutral, 75(37.1%) agree and 1(0.5%) strongly agree.

Based on the above result the majority of the respondent disagree that when there is a new product available in the Bank they didn't get on time training. So the Bank should consider these and improve training program.

As indicated in the above table4.5, item 5, 27(13.4%) strongly disagree, 80(39.6%) disagree, 11(5.4%) neutral, 82(40.6%) agree and 2(1.0%) strongly agree.

As indicated above, the survey result of majority the respondent agreed that CBE gives enough training program to its employees. Therefore, the Bank should continue in order to retain their employees.

Generally, in the aspect of training in the organization as the researcher found from the survey it implies that there is enough training available in the Bank, even though it needs some improvement to give equal training opportunity to their employees,

**Table 4.6: Respondents Opinion on Career Development**

Item	STRONGLY DISAGREE		DISAGREE		NEUTRAL		AGREE		STRONGLY AGREE		TOTAL		MEAN
	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	
1) There is promotion and opportunity for career development provided by the Bank.	35	17.3	108	53.5	-	-	58	28.7	1	0.5	202	100	2.42
2) There is an opportunity for personal and professional growth in CBE.	31	15.3	108	53.5	14	6.9	46	22.8	3	1.5	202	100	2.42
3) There is a clear path way for career development in CBE.	46	22.8	105	52	3	1.5	46	22.8	2	1	202	100	2.27
4) There is fair knowledge sharing practice in the Bank.	34	16.8	100	49.5	-	-	65	32.5	3	1.5	202	100	2.52
5) Women and men have the same opportunities for career and development.	33	16.3	65	32.2	12	5.9	90	44.6	2	1	202	100	2.82
Mean of Career development													2.5

Source: Own Survey Questionnaires, 2017

The first item indicates that 35(17.3%) strongly disagree, 108(53.5%) disagree, 58(28.7%) agree and 1(0.5%) strongly agree.

As shown the survey result majority of the respondents disagree that there is no promotion and opportunity for career development provided by the Bank.

As table 4.6 item 2, shows that 31(15.3%) of the respondent are strongly disagree, 108(53.5%) are disagree, 14(6.9%) are neutral, 46(22.8%) are agree and 3 (1.5%) are strongly agree. This shows that most of the respondents disagreed that there was no opportunities for personal and professional growth in the Bank.

Based on the above table item 3, 46(22.8%) are strongly disagree, 105(52.0%) are disagree, 3(1.5%) neutral, 46(22.8%) agree and 2(1.0%) strongly agree. So this indicates that majority of the respondent were strongly disagreed and also agreed that there was no a clear path way for career development in the CBE, as the same time the respondents replies that there is clear path way for career development in the Bank.

Regarding to item 4, the respondent replies that 34(16.8%) strongly disagree, 100(49.5%) disagree, 65(32.5%) agree and 3(1.5%) strongly agree. Therefore, this indicated that the majority of the respondent are disagree about fair sharing knowledge practice in the Bank.

The above table 4.6 item 5, replies that 33(16.3%) strongly disagree, 65(32.2%) disagree, 12(5.9%) neutral, 90(44.6%) agree and 2(1.0%) strongly agree. Therefore, this shows that majority of the respondent were agreed that women and men have the same opportunity for career development.

Generally, the researcher concluded that career development in CBE was not good enough for the employees, so most of the respondents disagreed about career development; the organization should consider these and needs improvement for the sake of their employees.

**Table 4.7: Respondents on Salary and Benefits**

Item	STRONGLY DISAGREE		DISAGREE		NEUTRAL		AGREE		STRONGLY AGREE		TOTAL		MEAN
	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	
1) CBE's salary payment is fair and competitive to other Banks.	53	26.2	106	52.5	-	-	43	21.3	-	-	202	100	2.16
2) My salary payment is compatible for what I contribute to this organization.	63	31.2	117	57.9	-	-	22	10.9	-	-	202	100	1.91
3) I am satisfied with housing and fuel allowance provided in CBE.	60	29.7	133	65.8	-	-	9	4.5	-	-	202	100	1.79
4) There is a satisfactory bonus in CBE.	65	32.2	122	60.4	-	-	15	7.4	-	-	202	100	1.83
5) My salary is fair considering what other people are paid.	45	22.3	115	56.9	-	-	40	19.8	2	1	202	100	2.20
6) There is a full medical coverage in CBE.	32	15.8	100	49.5	-	-	68	33.7	2	1	202	100	2.54
Mean of Salaries & Benefits													2.1

Source: Own Survey Questionnaires, 2017

Regarding on salary payments, table 4.7 item 1, indicates 53(26.2%) strongly disagree, 106(52.5%) disagree and 43(21.3%) agree. So based on the analysis most of the respondent disagree about salary payment is not fair when comparing with other Banks, the Bank should improve salary payments for their employees of the Bank.

Table 4.7 item 2, represents 63(31.2%) strongly disagree, 117(65.8%) disagree, and 9(4.5%) of the respondent agree. This implies that majority of the respondent disagree about their salary payment is not compatible for what they contribute for the organization, for considering the issue the company should improve in order to increase employee retention in the Bank. The analysis of an interview supported this idea that human resource management at head office agreed that in commercial Bank of Ethiopia there was retention practice that helps to retain employees of the Bank. They mention some of the retention strategies are salary, housing allowance, fuel allowance and medical coverage. But when we see what the branch managers answered that in commercial Bank of Ethiopia they didn't see a written employee retention strategy in the Bank.

The question in table 4.7 item 3, respondents replies that 60(29.7%) strongly disagree, 113(65.8%) disagree and 9(4.5%) agree. Based on the analysis shows that most of the respondent disagreed about they are not satisfied the benefits of housing and transportation allowance.

Regarding on bonus table 4.7 item 4, shows that 65(32.2%) strongly disagree, 122(60.4%) disagree, and 15(7.4%) agree. Based on the analysis result most of the respondent disagree that the bonus is offered by their organization is not satisfactory.

When they are asked their salary was fair considering what other people are paid, 45(22.3%) participants were responded as strongly disagree, 115(56.9%) of respondents are disagree, 40(19.8%) of the respondents are agree and 2(1.0%) of the respondents are strongly agree. This showed that majority of the respondents were disagreed that their salary was not fair what other people were paid in the organization.

Regarding on table 4.7 item 6, the respondent replies that 32(15.8%) of respondents are strongly disagree, 100(49.5%) of the respondents are disagree, 68(33.7%) of respondents are agree and 2(1.0%) of respondent strongly agree. The above result showed that most of the respondent disagreed that there was no full medical coverage in the Bank.

Generally, as a researcher when what can be observed based on the above analysis about salary and payment it was possible to say that majority of the respondents were not satisfied their salary and benefits offered by the Bank.



**Table 4.8: Respondents Attitudes towards Organizational Justice**

Item	STRONGLY DISAGREE		DISAGREE		NEUTRAL		AGREE		STRONGLY AGREE		TOTAL		MEAN
	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	
1) In CBE there is fair pay, and equal opportunity for promotion and personal growth.	31	15.3	121	59.9	-	-	50	24.8	-	-	202	100	2.34
2) There is no discrimination among employees.	28	13.9	102	50.5	9	4.5	61	30.2	2	1	202	100	2.54
3) There is fairness in keeping employees right regarding on religious, ethnicity, and cultural differences.	50	24.8	107	53	1	0.5	44	21.8	-	-	202	100	2.19
4) There is a strong relationship between organizational justice and internal promotion of employee of the Bank.	41	20.3	116	57.4	2	1	43	21.3	-	-	202	100	2.23
5) Employee of CBE is treated with fairness and respect.	41	20.3	107	53	2	1	52	25.7	-	-	202	100	2.32
6) In CBE equality issues are handled in a good way.	39	19.3	116	57.4	10	5	37	18.3	-	-	202	100	2.22
Mean of organizational justice													2.3

Source: Own Survey Questionnaires, 2017

Table 4.8 item 1, shows that 31(15.3%) of the respondents are strongly disagree, 121(59.9%) of the respondents are disagree and 50(24.8%) of the respondents are agree. So the analysis shows that majority of the respondents disagree that in CBE there is no fair pay, and equal opportunity for promotion and personal growth in the organization. The Bank should improve their promotion to give equal chance to their employees.

The above table4.8 item 2, shows that 28(13.9%) of the respondents are strongly disagree, 102(50.5%) of the respondent disagree, 9(4.5%) of the respondent neutral, 61(30.2%) of the respondent agree and 2(1.0%) of the respondent are strongly agree. This implied that majority of the participants were disagree that there was a discrimination among employees of the Bank, so the organization have to give the same opportunity for any job related position to their employees.

The employees were asked that if there is fairness in keeping employees right regarding on religious, ethnicity, and cultural differences, the above table4.8 item 3 shows that 50(24.8%) of respondents are strongly disagree, 107(57.4%) of respondents are disagree, 2(1.0%) of respondent neutral, and 43(21.3%) of respondents are agree. Therefore, this analysis showed that most of the respondents were disagree about keeping employees right in the organization.

Regarding on table 4.8 item4, the respondents replies that 41(20.3%) are strongly disagree, 116(57.4%) of the respondents are disagree, 2(1.0%) neutral and 43(21.3%) of the respondents are agree. The result showed that majority of the respondent disagree that there was no strong relationship between organizational justice and internal promotion of employees of the Bank.

The above table 4.8 item 5, shows that 41(20.3%) of the respondents are strongly disagree, 107(53.0%) of the respondents are disagree, 2(1.0%) of respondent neutral and 52(25.7%) of the respondent are agree. The analysis showed that majority of the respondent are disagree about employees of CBE was not treated with fairness and respect.

Finally table 4.8 item6, shows that 39(19.3%) of the respondent are strongly disagree, 116(57.4%) of respondents are disagree, 10(5.0%) of respondents are neutral and 37(18.3%) of the respondents are agree. So based on the result most of the respondent were disagree that equality issues in CBE was not handled in a good way.

Generally, the researcher concluded that on the case of organizational justice, the respondents were not happy about it so, the organization should improve this situation in order to keep their employees as much as possible.

**Table 4.9: Respondents opinions on Job Security**

Item	STRONGLY DISAGREE		DISAGREE		NEUTRAL		AGREE		STRONGLY AGREE		TOTAL		MEAN
	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	F(n)	%	
1) Labor union and managements are committed to working together to solve employee's problem.	48	23.8	118	58.4	2	1	34	16.8	-	-	202	100	2.11
2) The employees in the Bank feel secured in their job.	60	29.7	121	59.9	-	-	21	10.4	-	-	202	100	1.91
3) Employee of CBE has collective bargaining agreement for the job security.	45	22.3	130	64.4	-	-	27	13.4	-	-	202	100	2.04
4) I expect to have a better job position for at least three years.	55	27.2	110	54.5	6	3	29	14.4	2	1	202	100	2.07
5) In CBE job security is influenced by education and experience.	41	20.3	123	60.9	4	2	34	16.8	-	-	202	100	2.15
6) I am concerned that advance technology may replace my job in the future.	35	17.3	113	55.9	4	2	46	22.8	4	2	202	100	2.36
Mean of Job Security													2.1

Based on the above table 4.9 item 1, 48(23.8%) of the respondents are strongly disagree, 118(58.4%) are disagree, 2(1.0%) neutral and 34(16.8%) of the respondents are agree. So this indicated that the majority of the respondents were disagree by labor union and the managements are committed to working together to solve employee's problem.

Regarding to item 2, the respondents replies that 60(29.7%) are strongly agree, 121(59.9%) are disagree, and 21(10.4%) are agree. Based on the analysis, most of the respondents were disagree by the employees in the Bank feel secured in their job.

In the above table, regarding to employees of CBE has collective agreement for the job security, the respondent replied that 45(22.3%) are strongly disagree, 130(64.4%) are disagree and 27(13.4%) are agree. Therefore majority of the respondents are disagreeing, so the Bank should further improve for their employee's safety.

From the above table 4.9, item 4 replies that 55(27.2%) of the respondents are strongly disagree, 110(54.5%) of the participants are disagree, 6(3.0%) of respondents are neutral, 29(14.4%) of the respondents are agree and 2(1.0%) strongly agree. From this, the result showed that majority employees of the Bank were disagree that they don't expect to have a better job position for at least three years, so the Bank should improve job position.

From table 4.9 item 5, indicated that 41(20.3%) of respondents are strongly disagree, 123(60.9%) of the respondents are disagree, 4(2.0%) are neutral and 34(16.8%) of respondents are agree. The above analysis implied that the majority of the employees were disagreed job security was influenced by education.

Regarding to table 4.9, item 6, the respondent replied that 35(17.3%) are strongly disagree, 113(55.9%) of the respondent are disagree, 4(2.0%) are neutral, 46(22.8%) of respondents are agree and 4(2.0%) of respondents are strongly agree. Therefore, the analysis implied that most of the respondents were disagree that they were not concerned about advance technology may not replace their job in the future.

Generally, when we see job security in the Bank, the highest percentage of the respondents are disagree by the job security, from these the researcher concluded that the Bank needs to work more to change this result and retain its best employees of the Bank.

**Table4.10: Mean and Standard Deviation of Employee retention in CBE**

	N	Mean	Std. Deviation
Working Environment	202	3.09	0.786
Employee Relationship	202	2.68	1.191
Recognition	202	1.84	0.853
Training	202	2.9	1.157
Career Development	202	2.5	1.115
Salary and Benefits	202	2.1	0.918
Organizational Justice	202	2.3	1.032
Job Security	202	2.1	0.943
Valid N (list wise)	202		

Source: Own Survey Questionnaires, 2017

In the above, table 4.10 implied that working environment has the highest mean value and job security, salary and benefits have the least mean value. Therefore, it may be concluded from the above table 4.10 that respondents were satisfied with working condition (3.09), and followed by training and employee relationship with mean value 2.9 and 2.68 respectively. Employees of the Bank are more dissatisfied with salary and benefits with mean value of 2.1 and job security also mean value of 2.1 that followed by career development and organizational justice with men value of 2.5 and 2.3 respectively.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This chapter presents the summary on findings, conclusions and possible recommendations based on the analysis and interpretation of the collected data.

### **5.1. Summary of Major Findings**

Employees are not satisfied with some of benefits and employee retention factors offered by their organization. Recognition, career development, salary and benefits, organizational justice and job security in their organization are major factors on which employees are not satisfied.

Commercial Bank of Ethiopia has employee retention strategy comprises of different variables like financial allowances basic salary, house rent allowance, fuel allowance, medical reimbursement, training, career development, staff loan, and bonus. According to the interviewees' response, these employee retention strategies make the employees satisfied and motivated to work towards organizational success.

Employees are satisfied with some of benefits and employee retention factors offered by their organization. Based on the analysis result working environment, employee relationship and training were among the variables, on which employees of the Bank were satisfied. Even if there is availability of training program, there are biased selection criteria in the organization.

Majority employees of the Bank are not satisfied with recognition, career development, salary and benefits that offered by their organization. Even if the organization believes that employees of the bank are satisfied and they have get enough benefits that offered by the organization.

Employees are not satisfied with their organizational justice and also job security. Most of employees of the Bank believe that there is no satisfaction on the basis of salary payment and other benefits which not fair regarding to other organization in working the same sectors.

From the interview of branch managers and human resource management managers, says that the organization well knows the turnover increases year to year and the manager mentioned that

currently the reason why employees leave the organization, salary is not compatible for their life situations and other organizations.

The results of the descriptive statistical analysis in mean and standard deviation employees were satisfied with the working environment, followed by training and employee relationship. However, majority of employees were not satisfied with recognition, job security, salary and benefits, organizational justice and career development that offered by in the organization.

## **5.2. Conclusions**

From this study the major reason for employees' turnover in commercial Bank of Ethiopia is salary and benefits. As the result implies the employees are not satisfied by their salary and benefits that makes the employees unmotivated that leads to employees leave the organization.

There are other factors that affect employee retention practices some of them are career development, recognition, job security and organizational justice.

Employee turnover affects the company in different ways to recruit, selection and giving training for the new employees makes the company cost. Based on the analysis result there is no well and organized employee retention strategy which brought job satisfaction to employees of commercial Bank of Ethiopia. These helps to conclude that over all employees of the Bank is not happy and satisfied with salary and benefits, recognition, career development, organizational justice and job security. Based on the finding working conditions majority of the employees are satisfied with mean value of 3.09 and most of the employees are satisfied by training which provided by the organization.

Regarding to recognition majority of the employees' are not satisfied with the mean value of 1.84. This indicates that recognition practice in the Bank is weak. From the analysis shown the majority of the employees are not satisfied by all items of job security with a mean value of 2.1.

Based on the research question career development most employees are dissatisfied which indicates that it gives less value for the attention of career development. Regarding to salary payments dimension the majority of the employees are not satisfied when they compare their payment with the amount of they perform and also when they compare their payment with other companies in the same job position level.

It can be concluded that human resource is the most important resource to any organization.

Without having skilled and talented employees, it is difficult to attain planned goals by the organization. Therefore, organizational success is dependent on retention of its talented employees. Rewarding and recognizing employees on their job performance is considered as one of factors affecting employee retention. However, most of the respondents were not satisfied with reward and recognition offered by their organization.

### **5.3. Recommendations**

Based on the findings and conclusions of the research the following recommendations were forwarded by the researchers.

The organization salary payment system and benefits are not good enough for their employees. Since most employees of the Bank are not satisfied with the current payment and benefits like bonus, housing allowance, fuel allowance and medical coverage offered by the organization compared with other companies, the Bank should update the payment and benefits periodically by assessing the other company's strategy.

Human resource is the most important resource to any organization, without having skilled and talented employees; it is difficult to achieve organizational objectives. Therefore as we all know organizational success is depending on retention of its employees. Rewarding and recognizing employees on the basis of their job performance is considered as one of the factors that affecting employee retention. However, based on the analysis result most of respondents were not happy and satisfied with the recognition offered by their organization. The company should have a practice that rewarding and recognizing their employees in order to make stay for long period of time.

From the information gathered by the study that commercial Bank of Ethiopia is not effective regarding on organizational justice in the Bank is not satisfactory. So the organization should have improve or make some changes on organizational justice in the Bank. The employee retention strategies of commercial Bank of Ethiopia need to improve for better job performance, employee's satisfaction and for the organizational performance as a whole and good management and employee relationship makes the employees to stay in their current organization.



Regarding of job security most of the employees are dissatisfied that there is no safety for their job in the working area. This affects employees of the Bank for their job performance. Therefore commercial Bank of Ethiopia should improve job security area in order to keep employees of the Bank. Creating a good environment only is not enough for retaining employees of the Bank, so the Bank should improving work for career development by giving equal promotional opportunities and growth for their employees.

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**APPENDEICES**  
**ST. MARRY’S UNIVERSITY**  
**SCHOOL OF POST GRADUATE STUDIE**  
**Research Questionnaire**

**Appendices A: Questionnaire to be completed by employees of Commercial Bank of Ethiopia**

Dear respondents, the purpose of this study is for the completion of MBA degree of St. Marry’s university. Since your information is vital to undertake the study as intended, I kindly request you to respond the questionnaire for the best of your knowledge. I would like to assure you that the information provided will be used for academic purpose and will be kept confidential.

Thanks in advance for your cooperation.

Mihret Esubalew Mob 09 13 99 49 80

**Note:** - No need of write your name

Part I: General Information:

**Instruction:** Please put a tick mark (☐) inside the boxes.

1. What is your gender?            Male      Female
2. How old are you?
- 21-30years
- 31-40 years
- 41-50 years
- Above 50 years
3. What is your educational level?
- College diploma            Master’s Degree
- Bachelor degree            PHD

4. What is your current position In CBE?

CSO

CRO

SCSO

CSM

Senior controller

Manager

5. How long have you been in CBE?

1- 5 years

21-30 years

6-10 years

31-40 years

11-20 years

above 40 years

Part II: Questions towards employee retention practice in CBE

**Instruction:** Please put a tick mark (☐) in front of the following items that indicates your level of agreement.

**Working environment**

**Rating Scales**

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. There is an environment of openness and trust in the Bank.					
2. I feel like I am part of a team in sharing values.					
3. I feel challenged and given assignments that inspire my abilities.					
4. There is teamwork and collaboration exists in CBE.					
5. I feel in control of my work and capable of competently carrying out my daily task.					
6. I believe in and take pride in my work and work place.					

<b>Employee Relationship</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. There is a good trust between employees and supervisors in the Bank.					
2. I am encouraged to give honest feed back to my supervisor.					
3. There is an efficient communication between co-workers and supervisors.					
4. I am free to share my idea and thought with my co-workers and supervisor.					
5. I feel accepted and treated with courtesy by my supervisor.					
6. I feel accepted and valued by my colleagues.					
<b>Recognition</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. There is a practice that hard work is appropriately rewarded & recognized by the Bank.					
2. Creativity is expected from me and I am encouraged to take the initiative.					
3. My efforts are recognized and acknowledged in tangible way.					
4. I receive constructive feedback in a way that emphasize in a positive way.					
5. I am satisfied with my supervisor style of leadership.					

<b>Training</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. I have got adequate training to do my job in a better way.					
2. The Bank gives training for their employee in order to close gap of the job related issues.					
3. CBE has provided me with training opportunities enabling me to extend my range of skills and abilities.					
4. When there is a new product available in the Bank they give on time training for the employee.					
5. CBE gives enough training program to its employees.					

<b>Career Development</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. There is promotion and opportunity for career development provided by the Bank.					
2. There is an opportunity for personal and professional growth in CBE.					
3. There is a clear path way for career development in CBE.					
4. There is fair knowledge sharing practice in the Bank.					
5. Women and men have the same opportunities for career and development.					

<b>Salaries and Benefit</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. CBE's salary payment is fair and competitive to other Banks.					
2. My salary payment is compatible for what I contribute to this organization.					
3. I am satisfied with housing and fuel allowance provided in CBE.					
4. There is a satisfactory bonus in CBE.					
5. My salary is fair considering what other people are paid.					
6. There is a full medical coverage in CBE.					

<b>Organizational Justice</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. In CBE there is fair pay, and equal opportunity for promotion and personal growth.					
2. There is no discrimination among employees.					
3. There is fairness in keeping employees right regarding on religious, ethnicity, and cultural differences.					
4. There is a strong relationship between organizational justice and internal promotion of employee of the Bank.					
5. Employee of CBE is treated with fairness and respect.					
6. In CBE equality issues are handled in a good way.					



<b>Job Security</b>	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Labor union and managements are committed to working together to solve employee's problem.					
2. The employees in the Bank feel secured in their job.					
3. Employee of CBE has collective bargaining agreement for the job security.					
4. I expect to have a better job position for at least three years.					
5. In CBE job security is influenced by education and experience.					
6. I am concerned that advance technology may replace my job in the future.					

*Thank You for Your Cooperation!*

## Interview

**Appendices B: This guiding interview questions are designed for employees of CBE to gather information about employee retention practices in CBE.**

1. What was the main reason for employee turnover?
2. What is the existing employee retention practice in CBE?
3. What kind of ways the Bank is used to retain its employee?
4. What are the main problems in retaining employees of CBE?
5. What do you think managers should do to fulfill their responsibilities in retain key employees?
6. Is there a written strategy that implemented in the bank?
7. What do you suggest to further improve CBE employee retention practice?

## ENDORSEMENT

This thesis has been submitted to St. Mary's university, school of graduate studies for examination with my approval as a university advisor.

Shoa Jemal (Asst. Professor)

Advisor

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Signature

St. Mary's University

Addis Ababa Ethiopia

May, 2017

## DECLARATION

I hereby declare that this thesis is my original work and has not been presented for a degree in any other university. This prepared under the guidance of Shoa Jemal (Ass. Professor). All documents and resources of material used for the thesis material have been duly acknowledged.

Mihret Esubalew

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Signature

St. Mary's University  
Addis Ababa, Ethiopia

May, 2017